

Hindustan Unilever Limited,
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B D Sawant Marg, Chakala,
Andheri East, Mumbai 400 099

Tel: +91 (22) 50433000 | Web: www.hul.co.in | CIN: L15140MH1933PLC002030



Hindustan Unilever Limited

18th November, 2022

Stock Code BSE: 500696

NSE: HINDUNILVR

ISIN: INE030A01027

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir/Madam,

Sub: Presentation(s) at the Capital Markets Day, 2022

This is further to our letter dated 15th November, 2022, intimating about the Capital Markets Day 2022. In this regard, please find enclosed herewith the presentation(s) that will be made at the aforesaid event.

A copy of the above presentation(s) is also available on the website of the Company at <https://www.hul.co.in/investor-relations/company-presentations/>.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

Dev Bajpai
Executive Director (Legal & Corporate Affairs)
and Company Secretary
DIN: 00050516 / FCS No. 3354

Capital Markets Day 2022

Sanjiv Mehta, CEO & Managing Director



Hindustan Unilever Limited



India's largest FMCG company



Hindustan Unilever Limited

90 Years of Corporate
existence



50,336 Crore
FY'22 Turnover



24.8%
FY'22 EBITDA



c.6 Lakh Crore
Market Cap.



9 out of 10
Households use our
products



9 Million
Outlets reached



>21K Employees
Employer of Choice
across sectors



Our enduring strengths

PORTFOLIO

50+ purposeful brands across 15 categories, Market leaders in >85% of our business

RESEARCH & DEVELOPMENT

Largest FMCG R&D in India with 700+ scientists, 20K patents globally

DISTRIBUTION AND SUPPLY CHAIN

Reach 9 million stores, >25% demand digitally captured, 60 bn units sold annually

TALENT AND CULTURE

21K employees, Employer of choice across sectors, 44% Gender diversity*

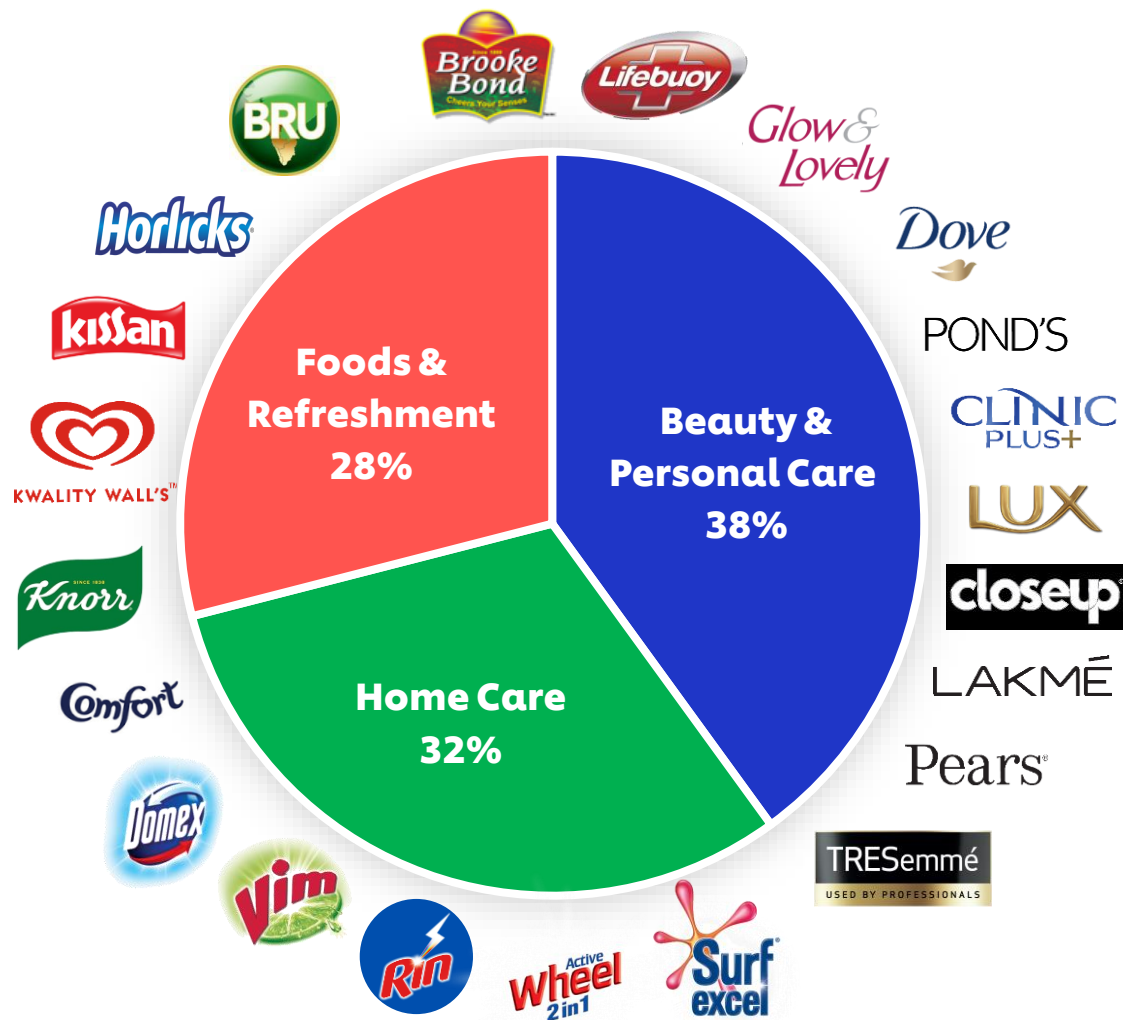
SUSTAINABILITY

Plastic Neutral, >1.9T litres water potential, 94% CO₂ Reduction, DJSI 76 | CDP A

* Gender diversity for managerial workforce



Wide and resilient portfolio



We operate in **15** categories

Category leadership in **>85%** of business

50+ purposeful brands

16 brands with ₹10Bn+ Turnover

5 digital-first brands

Market leading positions across categories

#1 in >85% of our business



#1

Fabric Wash



#1

Skin Cleansing



#1

Tea



#1

Skin Care & Cosmetics



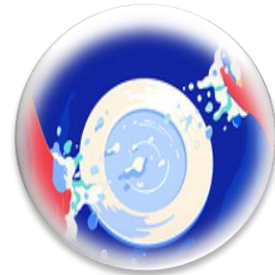
#1

Hair Care



#1

Health Food Drinks



#1

Dishwash



#1

Ketchup & Soup



#2

Ice Cream



#2

Oral Care



#2

Coffee



#2

Surface Cleaning

Proven model of market development...



Market development at scale



...and crafting purposeful brands

19 New brands in last 10 years



Multi-Year Engagement Platforms





FY'22 : Market development cells contributed 10K cr. to our Turnover



Home Care Liquids



Premium Hair Care



Hand & Body Wash



Premium Skin Care



Premium Colour Cosmetics



Matic Detergents



Ice Cream (WiMI)



Green Tea



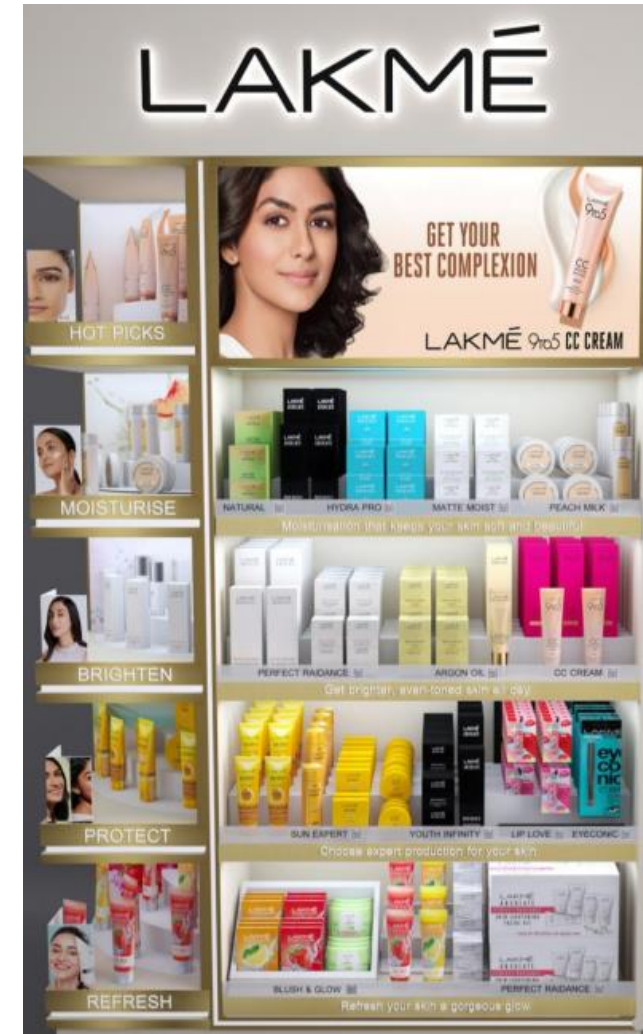
Spice Tea



Spreads and Dressings



Perfect stores – Online and offline

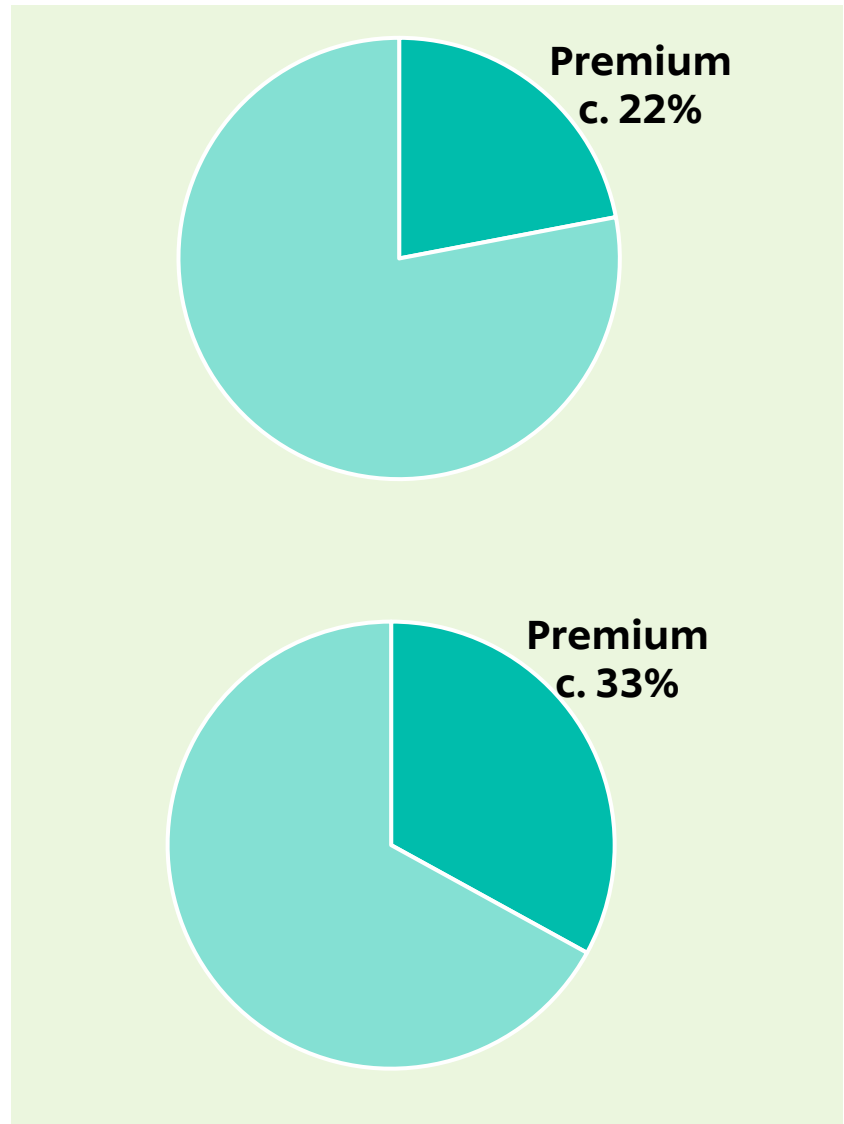


Portfolio transformation : more premium, more digital

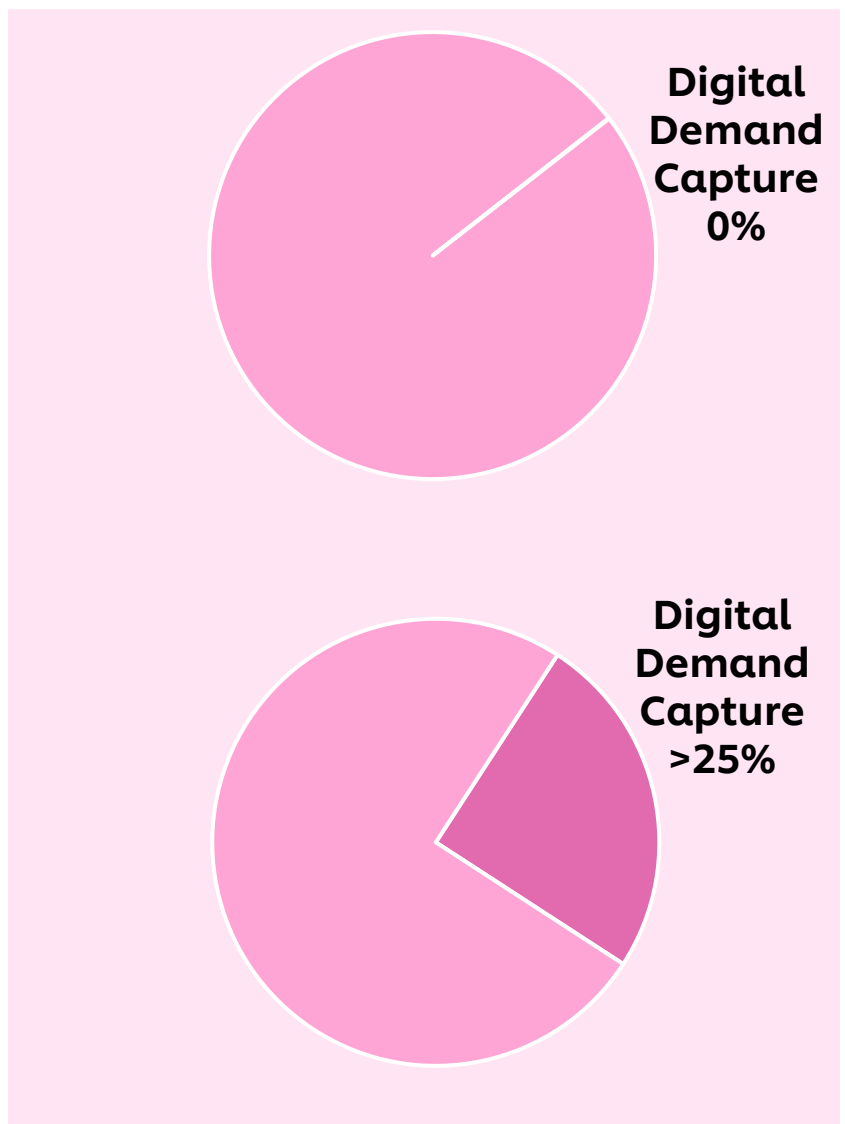
FY'12

Current

Product Mix



Channel





Symphony : Fuel for growth



Best in class benchmarks for Overheads, Manufacturing and Distribution costs

Capital discipline



Figures for FY'22



Strong track record of consistent performance

Turnover

FY'22

>50K Crore

2X

vs. FY'12

EBITDA

FY'22

>12K Crore

4X

vs. FY'12

Market Cap.

As on date

c.6 Lakh Crore

6X

vs. 31st March 2012

Long term value creation for all our stakeholders

Climate & Waste

94%

Reduction in CO₂ Emissions (kg/tonne of production) in manufacturing operations vs 2008



47%

Reduction in Water consumption in our manufacturing operations



1.16 lakh tonne

Plastic waste collection & safe disposal
Plastic Neutral in 2021



54%

Reduction in total waste generated from HUL's factories vs 2008



Nature

1.9 trillion litres

Cumulative Water potential created by HUF



98%

Paper and board in packaging sourced from sustainable sources



93%

Tomatoes from sustainable sources



68%

Tea from sustainable sources



Social

7 million

People reached through Prabhat initiatives on economic empowerment, environment sustainability, health, etc.



>1.6 lakh

Shakti entrepreneurs empowered



> 2 lakh

People have access to safe sanitation through Project **Suvidha**



44%

Gender diversity in our managerial workforce





India poised for growth

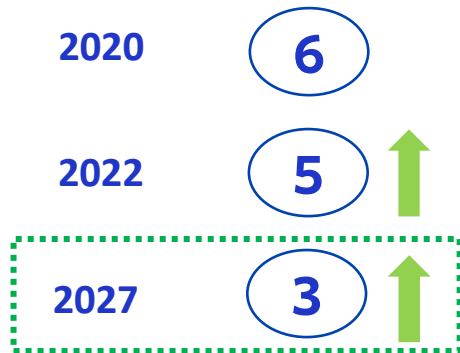




Macro trends driving growth

Fastest growing economy

India's GDP Ranking

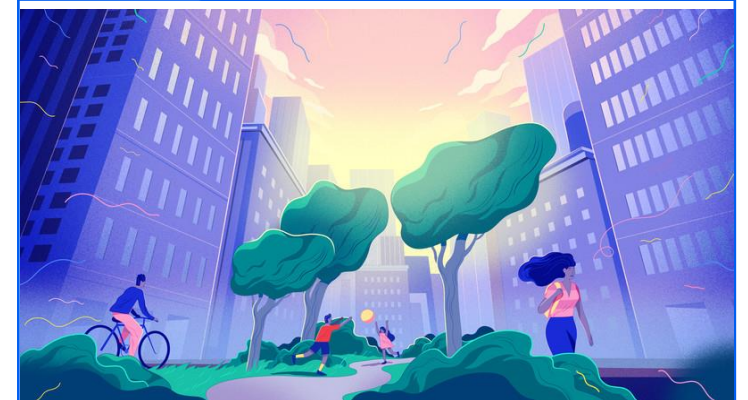


Favourable demographics



>1 Bn Working class population
10 Mn will get added every year

Urbanisation

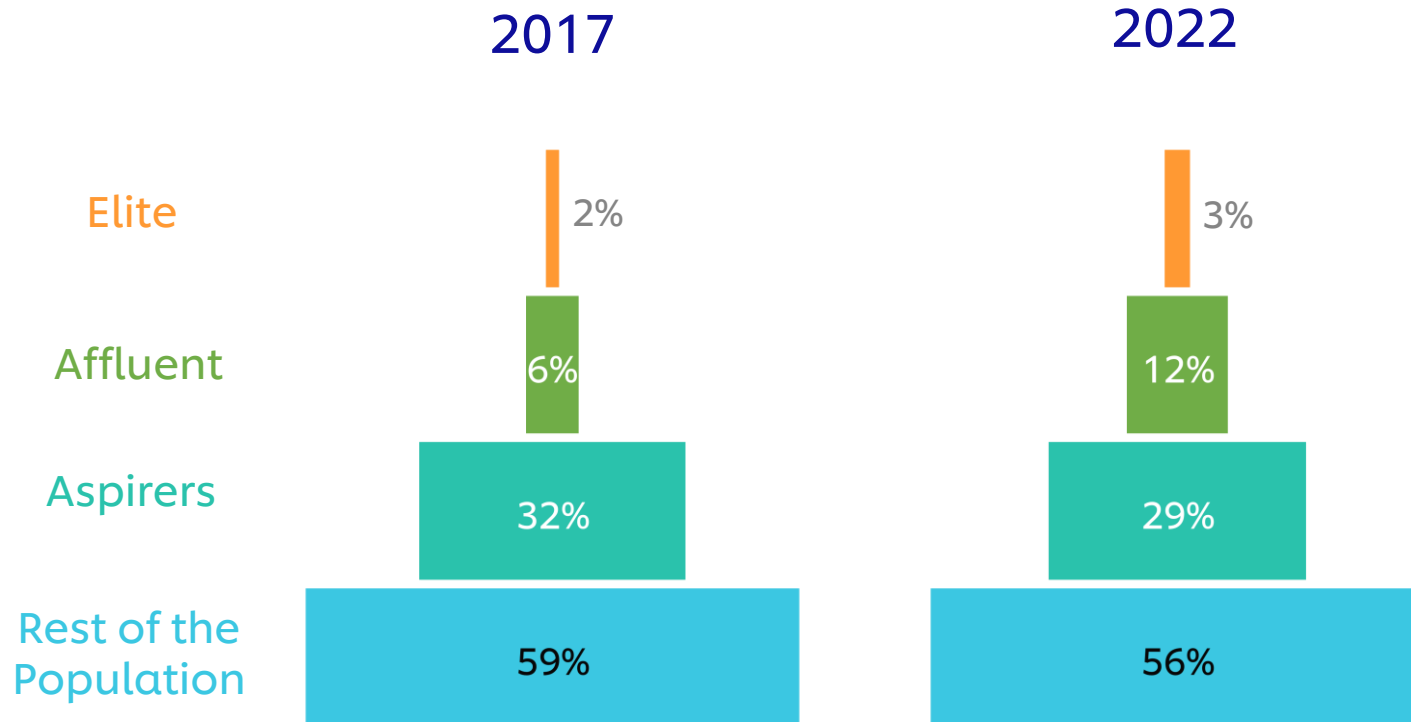


Cities with **1 Mn** population to nearly **double** by 2030

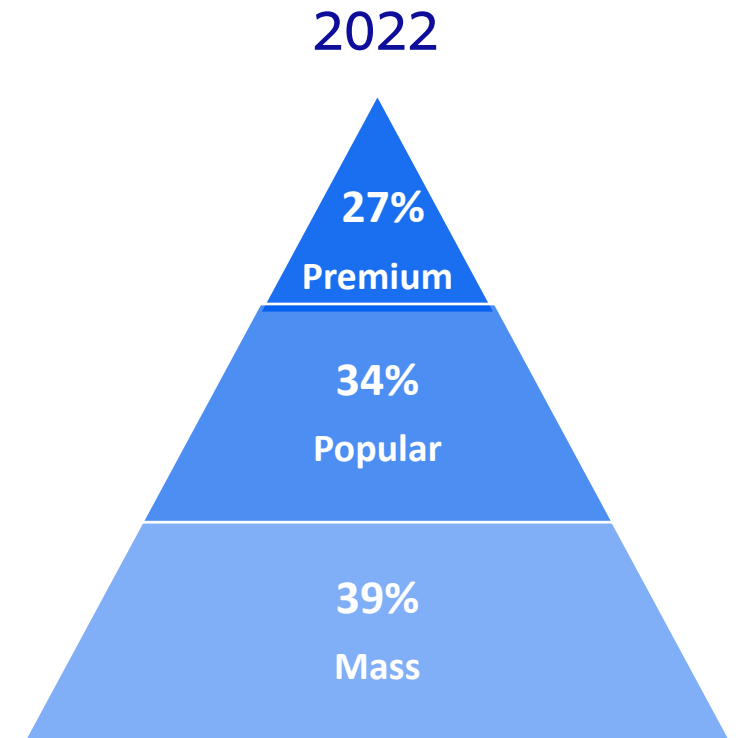


Rising affluence

Upward mobility in income to fuel consumption and..



...premiumisation





Fundamentals for FMCG remain strong

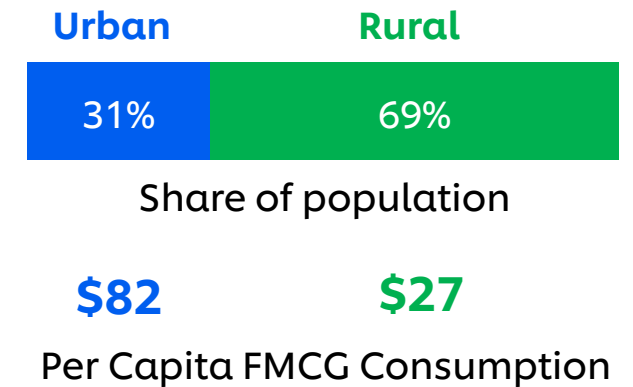
Low Penetration



Under-indexed spends



Rural opportunity



More Users | More Benefits | More Usage



World is changing





Our winning strategy

Purpose and Vision



Our vision is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.

Long-term strategic choices



Developing our portfolio



Win with our brands powered by purpose and innovation



Lead in the channels of the future



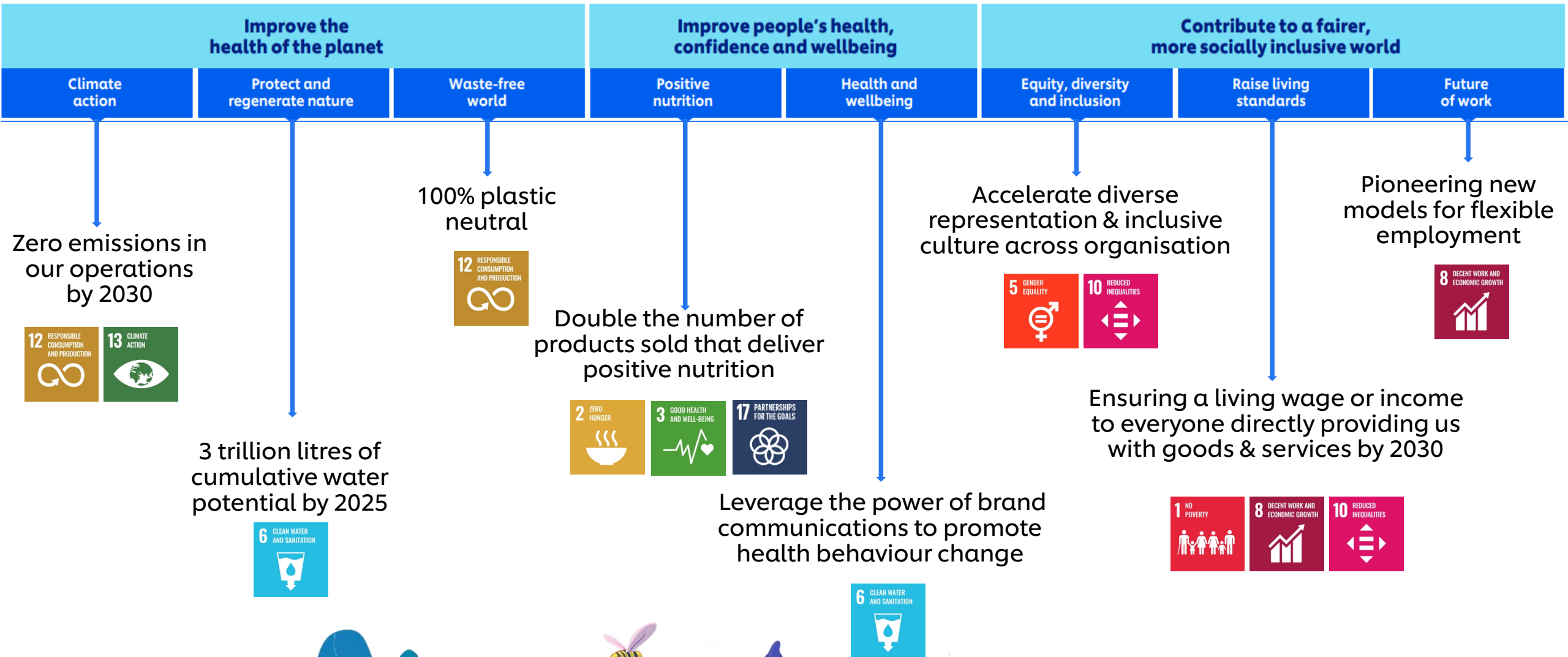
Build differentiated structures and capabilities



Build purpose-led, future-fit organisation



Our ESG goals





Developing our portfolio

Growing the Core



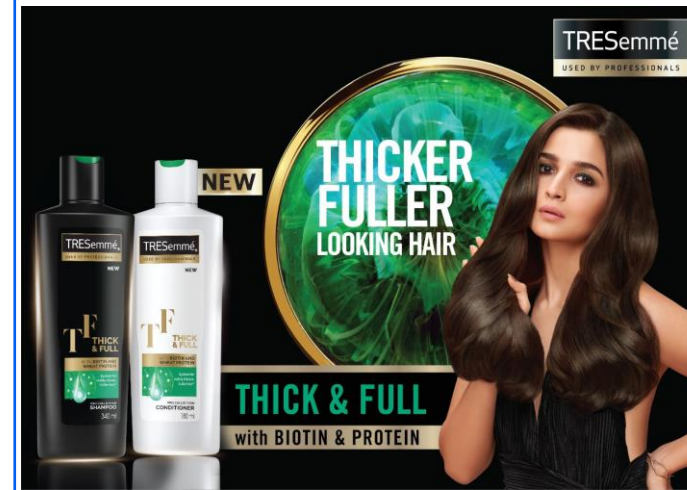
Superior Products | Purposeful communications

Market Development



More users | More benefits | More usage

Premiumisation



Upgrading consumers to higher order benefits



Win with our brands powered by purpose and innovation

World class technology

Made with Dual Blend High Fibre Formula

NUTRIOSE reduces caloric intake and hunger

FIBERSOL reduces blood sugar spikes

Horlicks Diabetes PLUS

HELPS MANAGE BLOOD SUGAR**

DUAL BLEND HIGH FIBRE FORMULA

Cutting edge technology leading to product superiority

Superior product functionality

NEW Super Soak Technology for STAIN, not just detergent

SUPER STAIN REMOVAL WITH SUPER SOAK TECHNOLOGY

Surf excel Quick Wash

Superior to competition in blind tests

Purpose drives growth

Dove

#StopTheBeautyTest

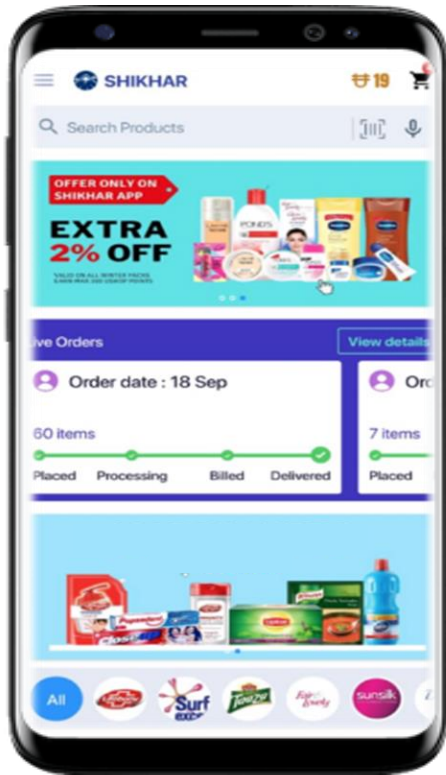
Purpose drives brand power



Lead in channels of the future

Digitising General Trade

1 million Shikhar stores



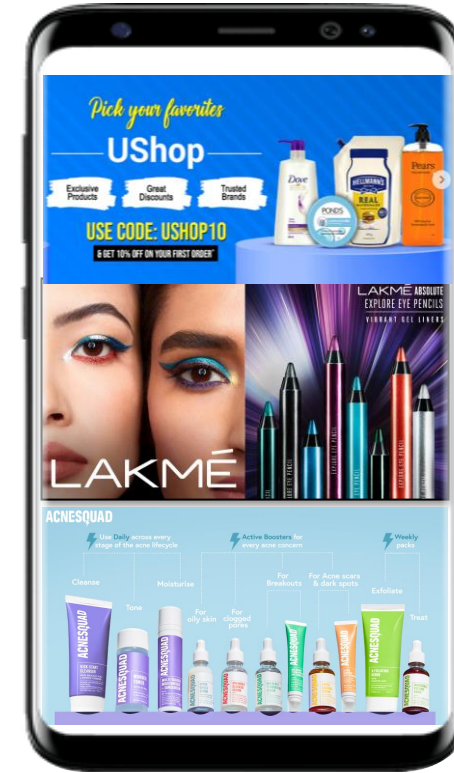
Design for Channel

50% packs D4C ready



New routes to consumers

14 D2C platforms

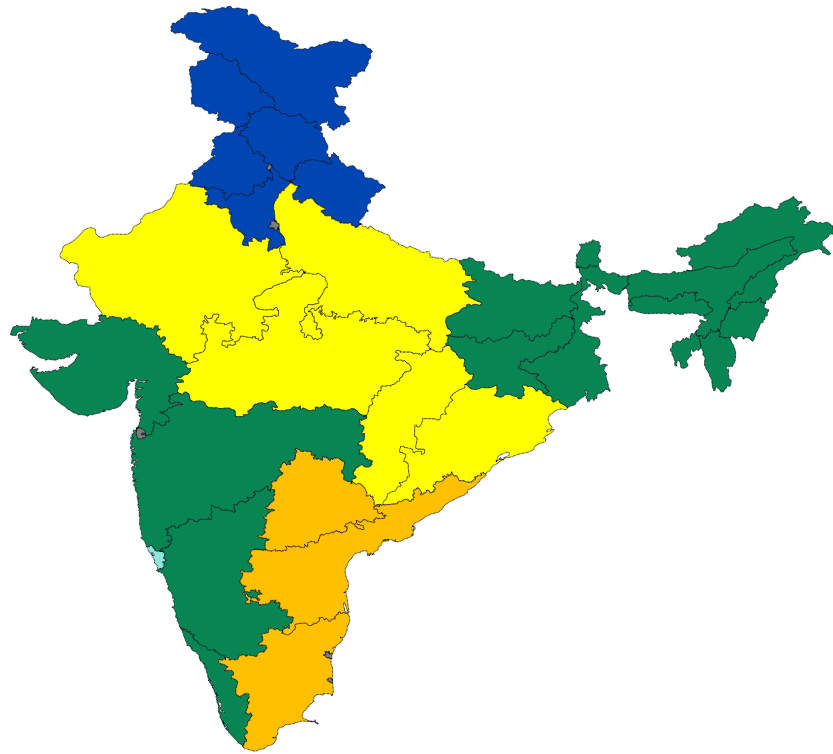


Digitised demand capture now >25%



Build differentiated structures and capabilities

Winning in Many Indias



India Is Not One India!

Nakshatra : Future-fit supply chain network



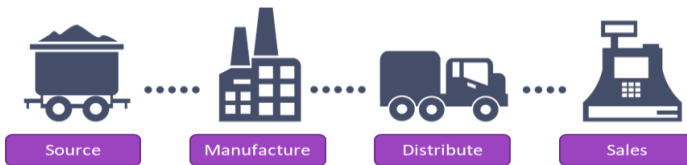
**Closer to demand | Cost efficient |
More agile, More digital | Capacity for growth**



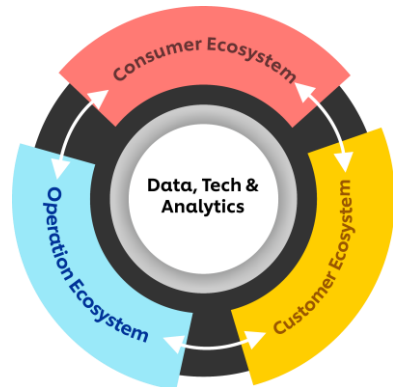
Build differentiated structures and capabilities

Reimagine HUL

YESTERDAY



TOMORROW



Creating new competitive moats

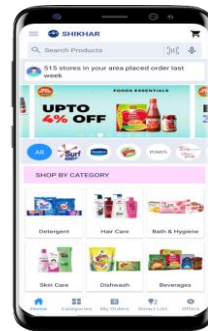
Agile Innovation Hub



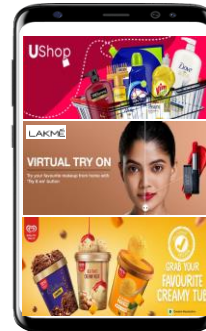
5 Digital Brands



1 Mn Shikhar stores



14 D2C Platforms



India's 1st FMCG Lighthouse Factory (WEF)



HUL's Dapada Factory

Nano Factories: Supply chain for smalls



6 Nano factories – manufacturing +250 SKUs

Samadhan: Automated Warehouse



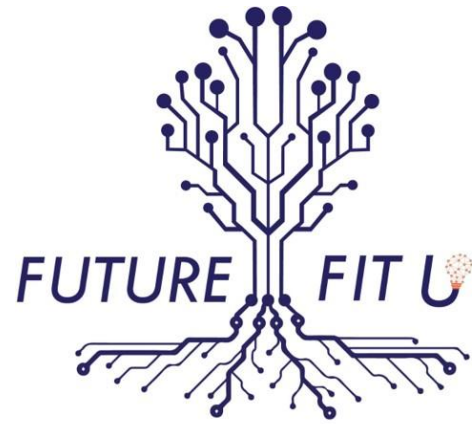
Advanced fulfilment centre for N+1 delivery

DIGITISED DEMAND CAPTURE NOW >25%



Build a purpose-led, future-fit organisation and growth culture

Future-fit organisation



Future proofing **skills** & **ways of working**

Truly Inclusive



#unstereotype the workplace **FOR EVERYONE.**

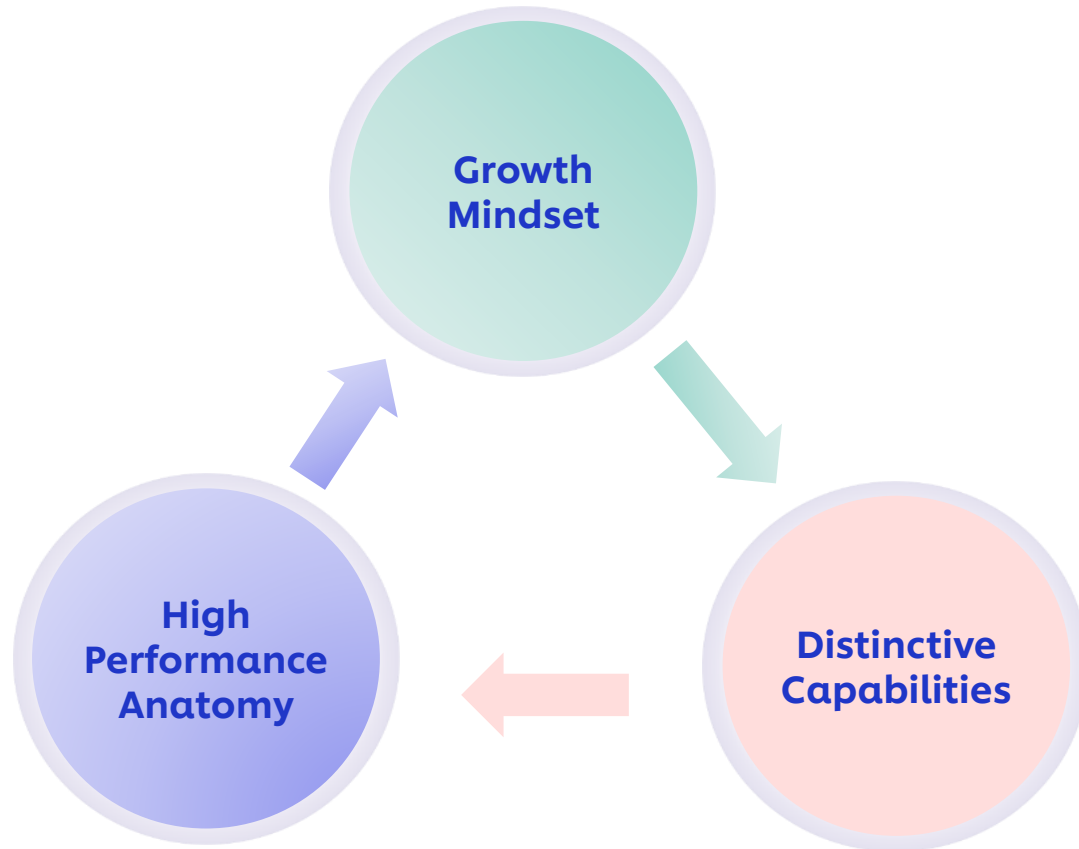
Microcosm of India

Culture to outperform



Igniting the **human spark** for a better business & a better world

Long Term Value



Our Strengths

Consumer & Customer Obsession

Deep Passion

Owner's Mindset

Dissatisfaction with Status Quo

Humbition

Transforming BPC

Beauty & Personal Care, India



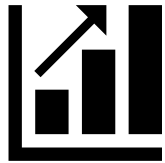
Hindustan Unilever Limited

BEAUTY &
PERSONAL CARE



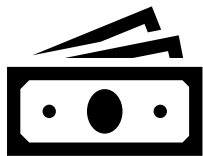
Powerhouse Business with Leading Market Positions

Consistent, Profitable Growth



19.5k Cr
Turnover
FY'22

1.8 x
Turnover in the
Last Decade



28%
EBIT Margin
FY'22

2.2 x
Profit Improvement
in the Last Decade

Podium Positions across Categories



1 Skin Cleansing



1 Skin Care



1 Hair Care



1 Colour Cosmetics



2 Oral Care

House of Mega Brands

**7 Iconic Brands with
Turnover > 1000 Cr**



Unparalleled Scale | Highest Reach among Consumers & Customers

Highest Penetration

Serving **9 of 10** Households across Categories



Most Loved Brands & Portfolio

Topmost Brands on Brand Power



Highest Reach across Channels



9/10
General Trade Stores



10/10
Modern Trade Stores



10
D2C Websites in BPC for Premium Brands



Our Strategy to Win



Competitive Growth on Core



Turbocharge Premiumization



Lead Market Development



Win in Channels of the Future

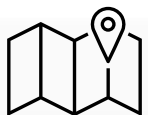


Grow Ahead of Market

Grow 2x of Market

Grow 2x of Market in MT, Pharma & Cosmetic | 4x in E-Commerce

Enablers



Winning in Many Indias



Impactful Innovations



Advanced Digital Capability



Purpose & Sustainability



Competitive Growth on Core | Our 3 Key Mantras

Contemporizing Brands



Keeping Pace with changing consumer

Building Purposeful Brands & Multi Year Engagement Platforms



Most followed fashion event in the world on social media

Largest creator of video content around Fashion & Beauty in India

200 million Impressions

Building Sustainable business



Less plastic, Better plastic, Clean Ingredients & Sustainable Sourcing

NDPE: No Deforestation, No Peat, and No Exploitation



Based on Strong Fundamentals of Growth

Winning Products



Iconic Brands Winning vs. Competition

Winning Communication



9/10 communications rated highly effective

Winning in Many Indias



Consistent Penetration & Share Gain



Turbo Charging Premiumization

SKIN CLEANSING: Transform portfolio from Core to Premium bars & driving format adoption

Core



Premiumization on Bars

Dove and Pears
Lead premium recruitment 80%
of the delta opportunity



Accelerating Liquids adoption

Body wash



Intimate hygiene



Hand hygiene

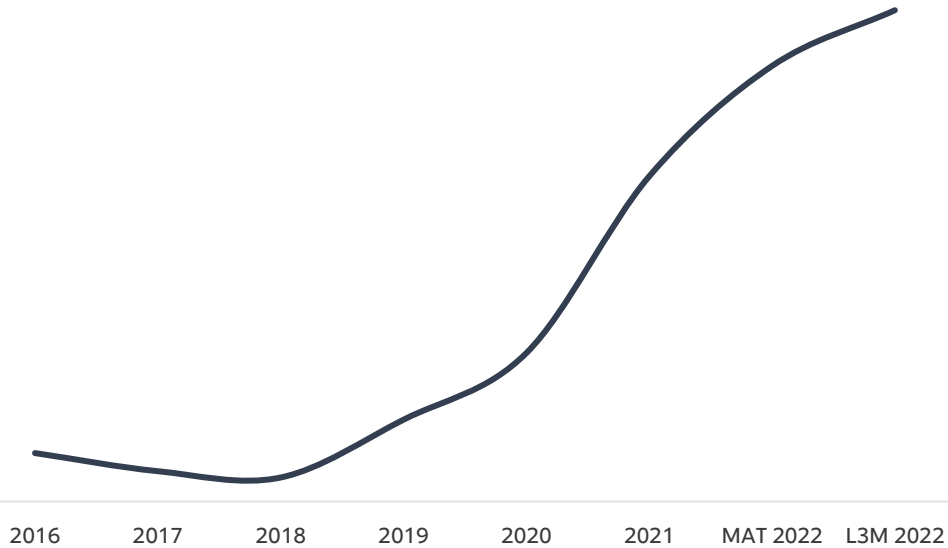




Turbo Charging Premiumization

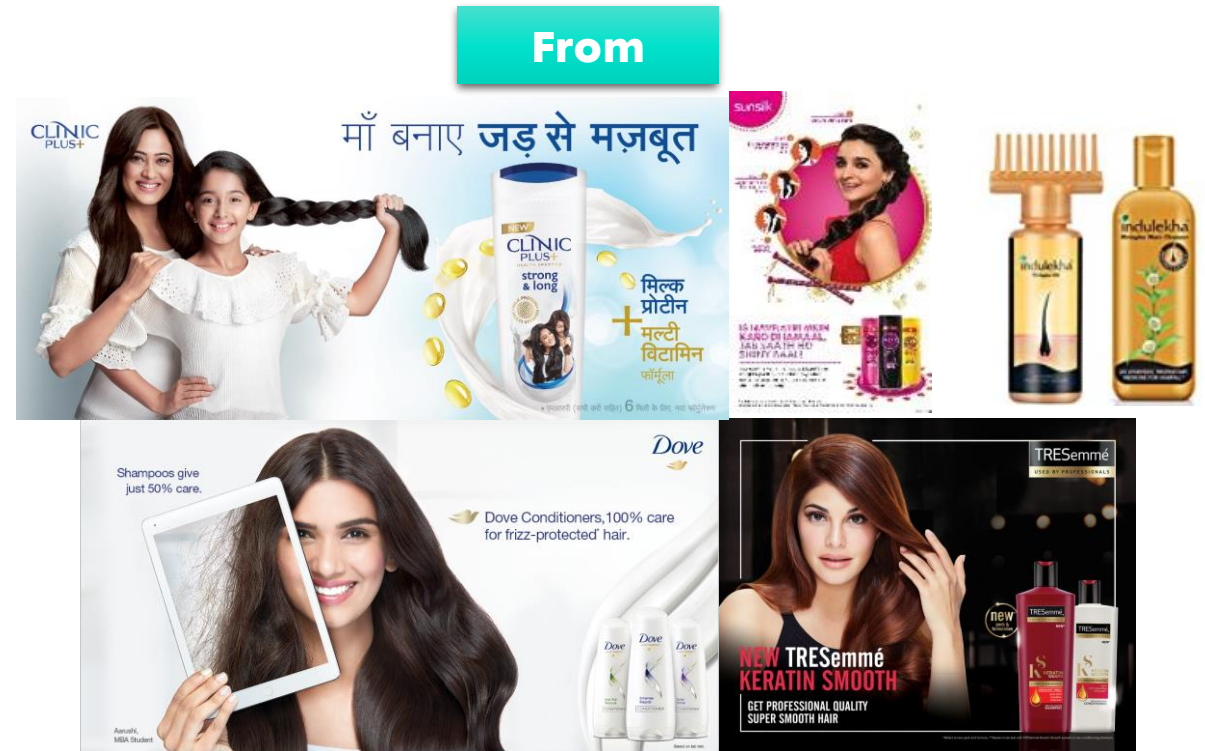
Strengthening Leadership in Hair Care by Building a Premium Portfolio

Highest Share in Hair Care in 2 Decades
+400 bps in 3 years



We are **3x** of our Largest Competitors

With a Swift Transformation of the Portfolio

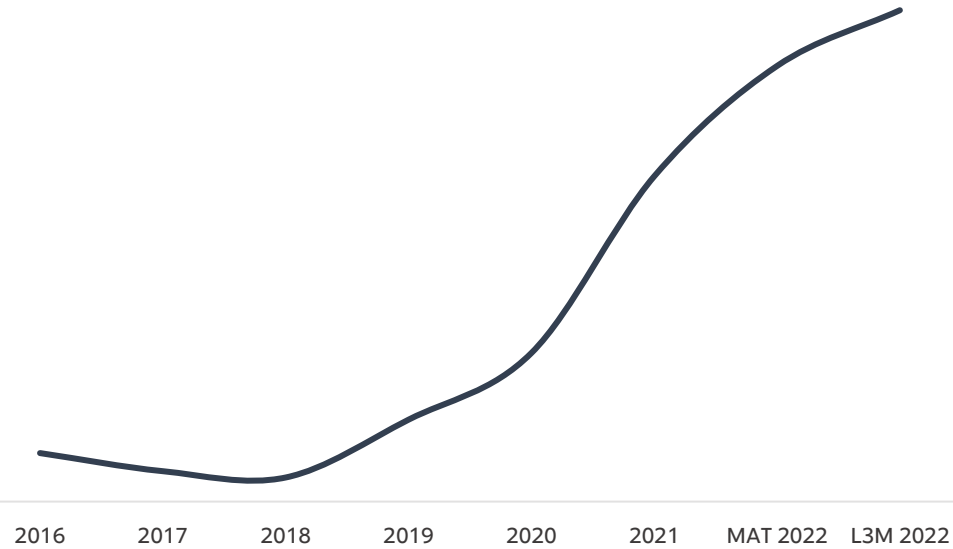




Turbo Charging Premiumization

Strengthening Leadership in Hair Care by Building a Premium Portfolio

Highest Share in Hair Care in 2 Decades
+400 bps in 3 years



We are **3x** of our Largest Competitors

With a Swift Transformation of the Portfolio

To





Turbo Charging Premiumization

Skin Care Premiumization through Portfolio Transformation

Existing Demand Space



1 Tone Management



1 Hydration



1 Sun Care



1 Anti Ageing



1 Holistic Glow



Higher Order Benefits



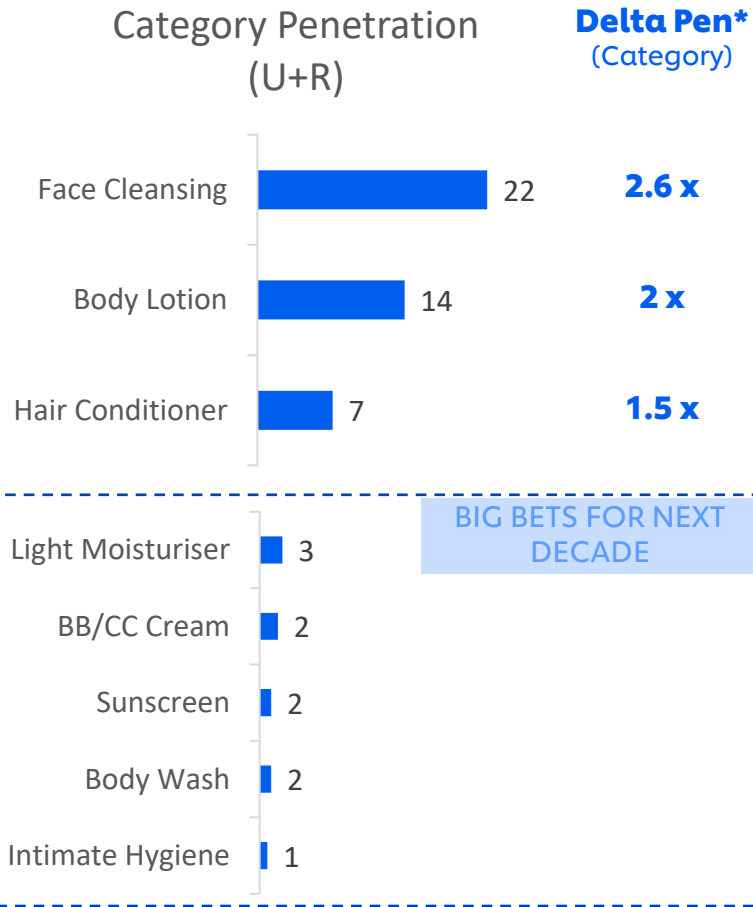
Emerging Formats





Market Development | HUL is the Market Maker for Multiple Categories

Building Category Penetration



Podium Players in Building Categories



1 Hair Conditioners

1 Body Lotion

2 Face Cleansing



1 BB/CC Creams



1 Body Wash



1 Sunscreen



1 Intimate Hygiene



Market Development | Deploying Repeatable MD Model

Demos that Educate Offline | ~25 Mn Contacts



Content that Educates Online | 5x Spends



Home to Home

Influencers & Content

Beauty Experts at Point of Sale @ Scale



Assisted Selling

Right Pricing & Sampling


Priced @ Right premium to Source of Growth

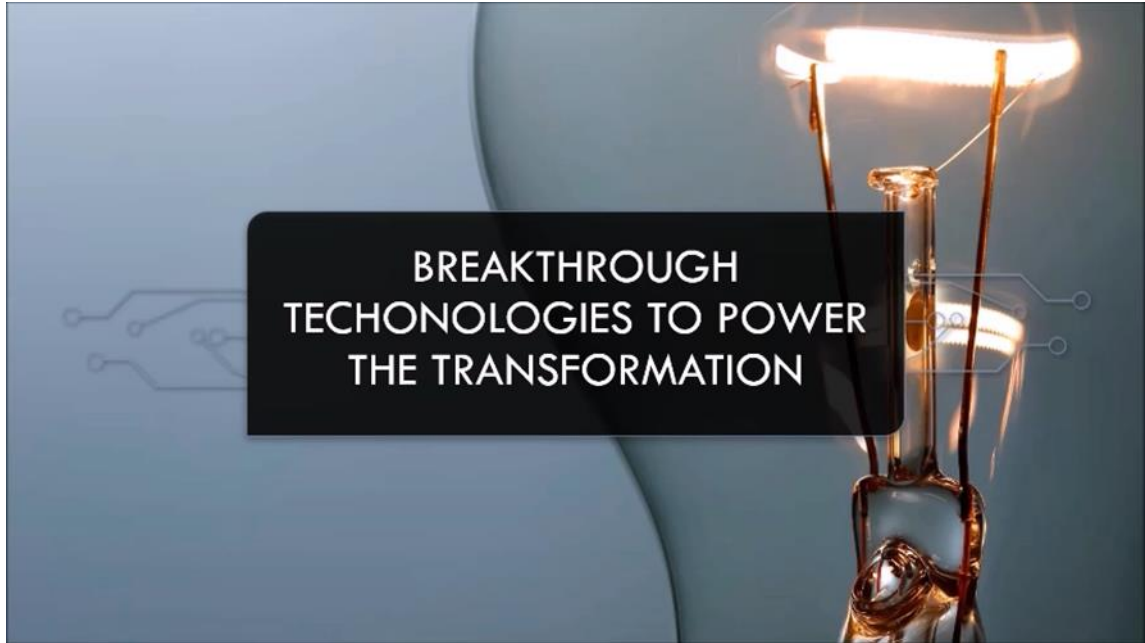


20 million sampling/trials

Breakthrough Technologies to Power the Transformation



 AV – GAP Technology



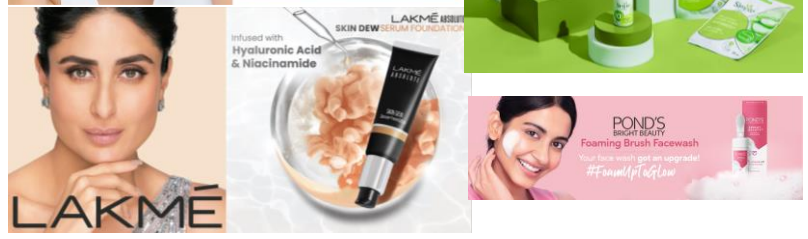
 AV – Pro Lipid Technology



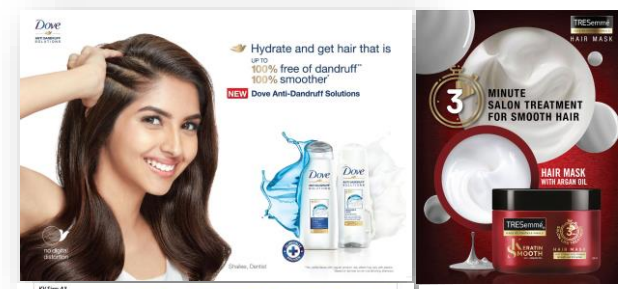
Winning in Channels of the Future | Portfolio Designed to address Shopper Needs

Innovations & Portfolio Development designed for emerging channels

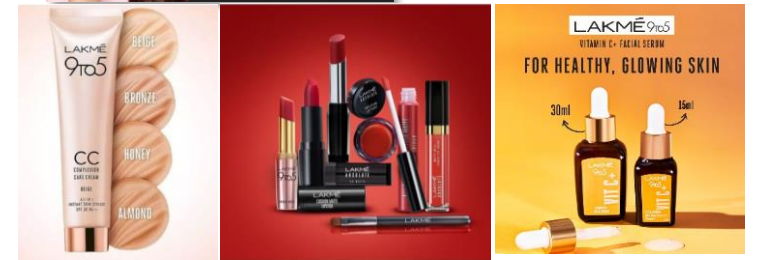
Higher Order Benefits + Formats for Modern Trade & Ecom



Problem-Solution & Ingredient Led Portfolio for Pharma/Chemist



Leading Beauty Trends in Fancy/Cosmetics



Growth in MT, Chemist, Fancy vs. Nielsen Market Growth

Best In Class Digital Practices to Build Formidable Brands

Building Portfolios Tapping into Emerging Masstige Demand Spaces

**choose clean beauty
be kind to your skin**

LOVE beauty AND planet

baby Dove

ACNESQUAD

Use Daily across every stage of the acne lifecycle

Active Boosters for every acne concern

Weekly packs

Cleanse Tone Moisturise For oily skin For clogged pores For Breakouts For Acne scars & dark spots Exfoliate Treat

FIND YOUR HAPPY PLACE

Diversifying Channel Play for Simple: D2C, Amazon, Nykaa

2x Orders @ Half the Cost

+230 Bps

D2C Scale Up, PBUU

Share Gain on Amazon

Consistently Elevating Content and Conversations on Digital

NEW!

LOVE beauty AND planet

with pure onion bulb oil from Himachal Pradesh

NO PARABENS NO DYES

hair oil

FIND YOUR HAPPY PLACE

+600 Bps
Brand Awareness (LBP, Hair)



Our Right to Win

Iconic Brands & Portfolio in right Demand Spaces

Technology & Innovations to Win in Many Indias

Developing Markets and Building Categories

High Focus on Digital & Enterprise Technology

World Class Execution in Channels & with Shoppers



TO BUILD A BEAUTY & PERSONAL CARE BUSINESS THAT MAKES PEOPLE

LOOK GREAT, FEEL GREAT, SMELL GREAT

HOME CARE

VALUE CREATION VIA CATEGORY DEVELOPMENT

Comfort

Active
Wheel
2in1

Surf
excel

Rin

Sunlight

Domex

Vim

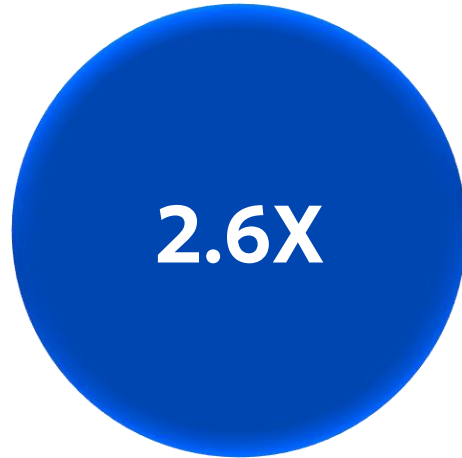
pureit
by Hindustan Unilever



A DECADE OF TRANSFORMATION

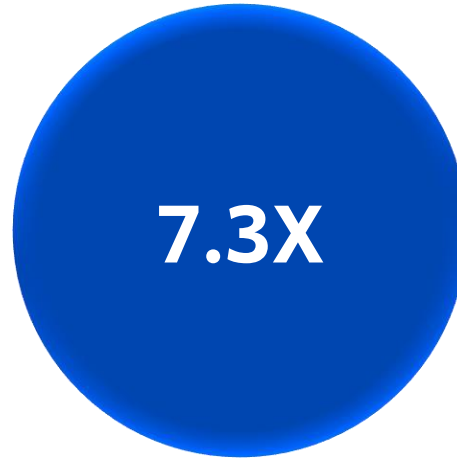
TURNOVER >RS. 16000 CR

Turnover



FY 2012-22

Profit



FY 2012-22

Market Share



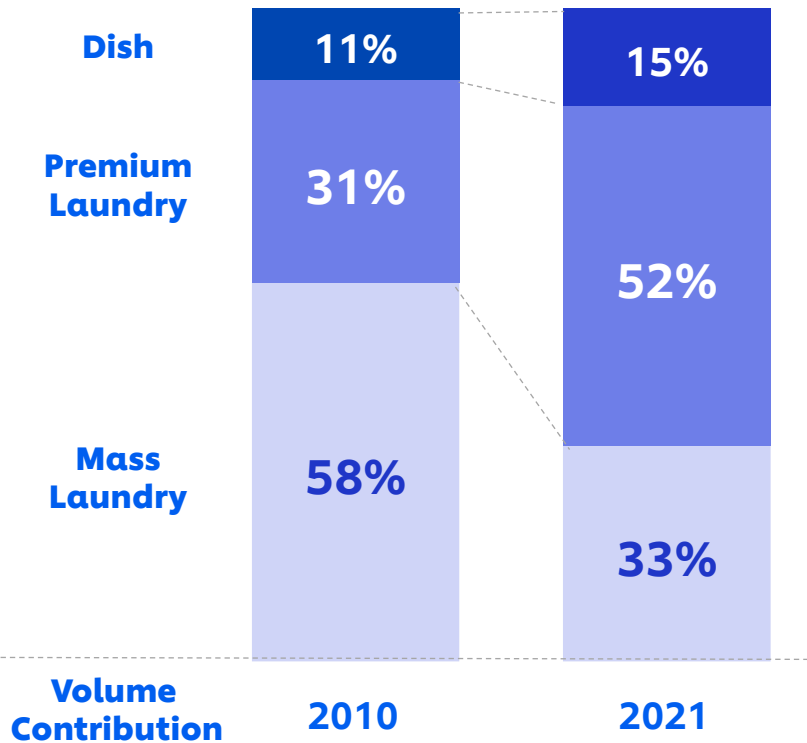
2012-22



UNDERPINNED BY A MAJOR PORTFOLIO SHIFT

LEADING PREMIUMIZATION VIA MARKET DEVELOPMENT

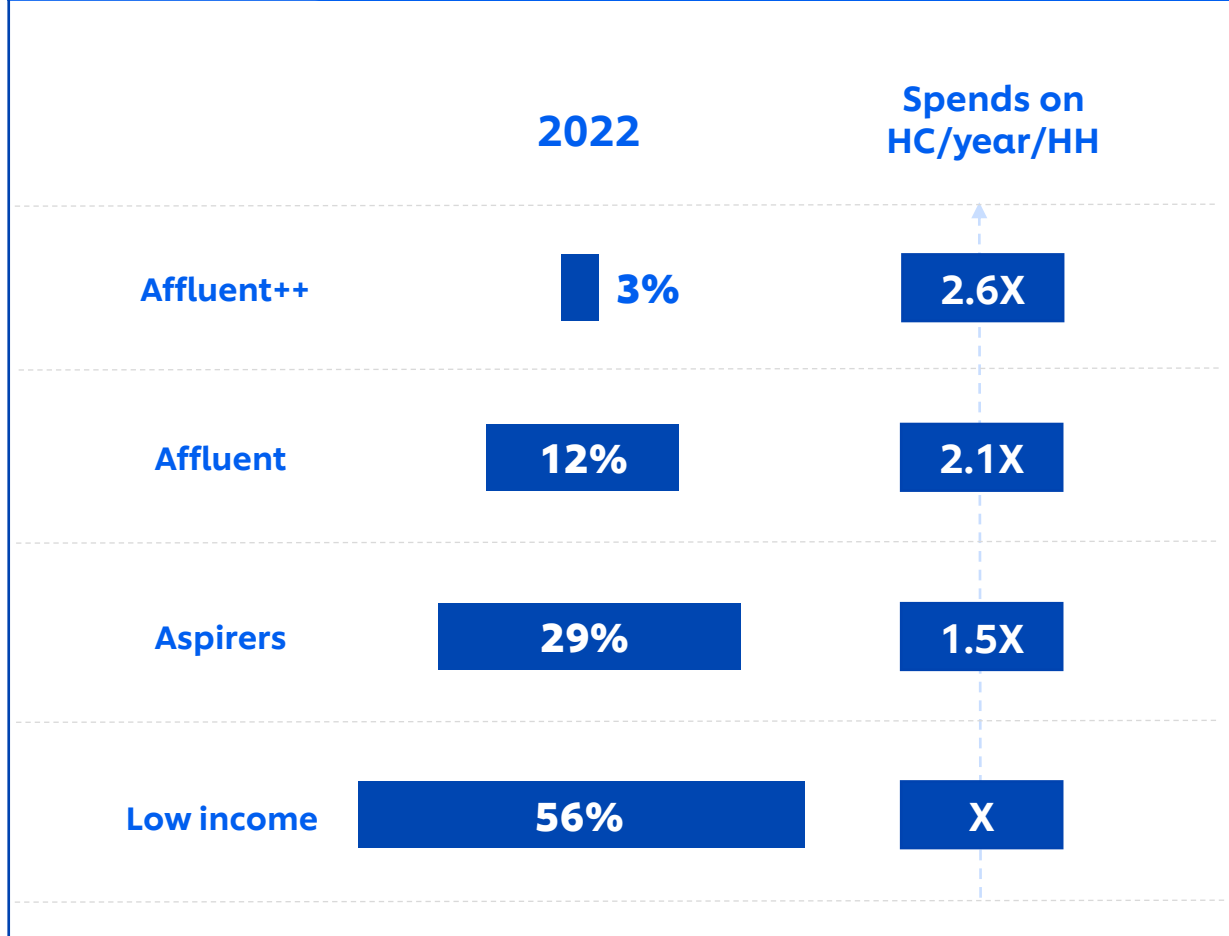
HUL Portfolio





RISING INDIA : SIGNIFICANT GROWTH OPPORTUNITY

HIGHER AFFLUENCE = MORE CATEGORY SPENDS



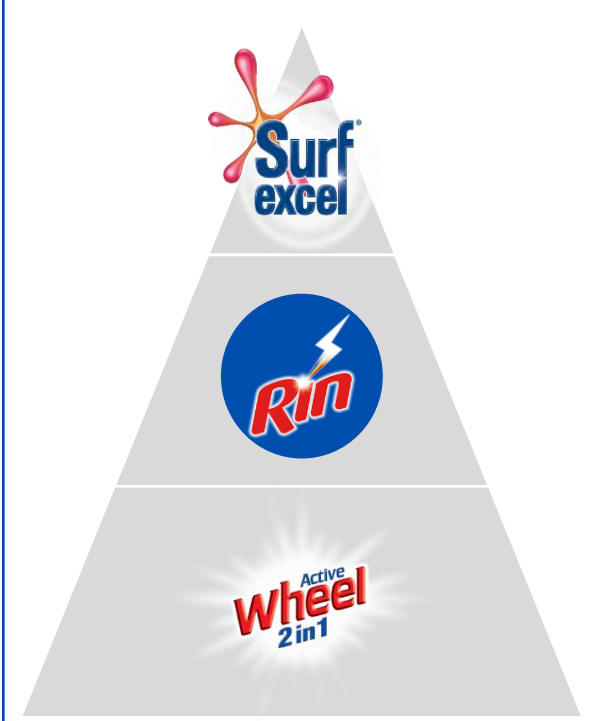
EVOLVING CONSUMER NEEDS

-  MORE MACHINES
-  MORE / NEW FABRICS
-  MORE / NEW SURFACES
-  NEW CHANNELS



OUR STRATEGY TO CONSISTENTLY WIN

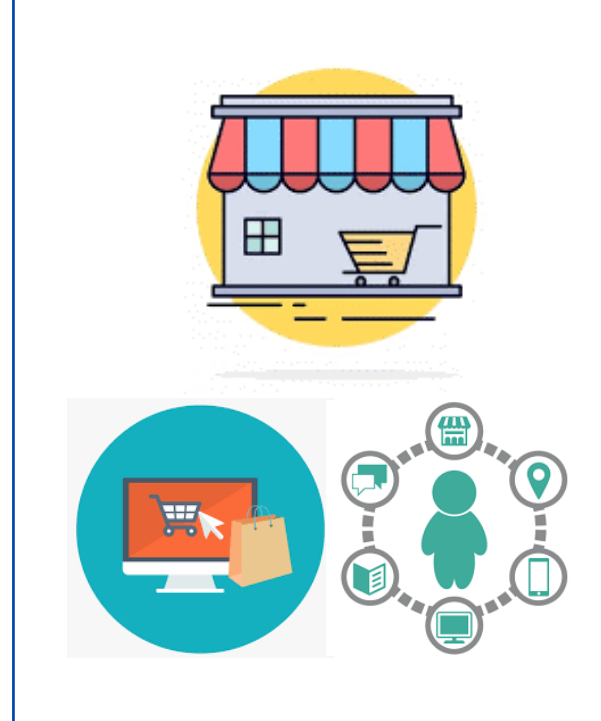
PREMIUMIZE CORE



MARKET DEVELOPMENT



WIN IN CHANNELS

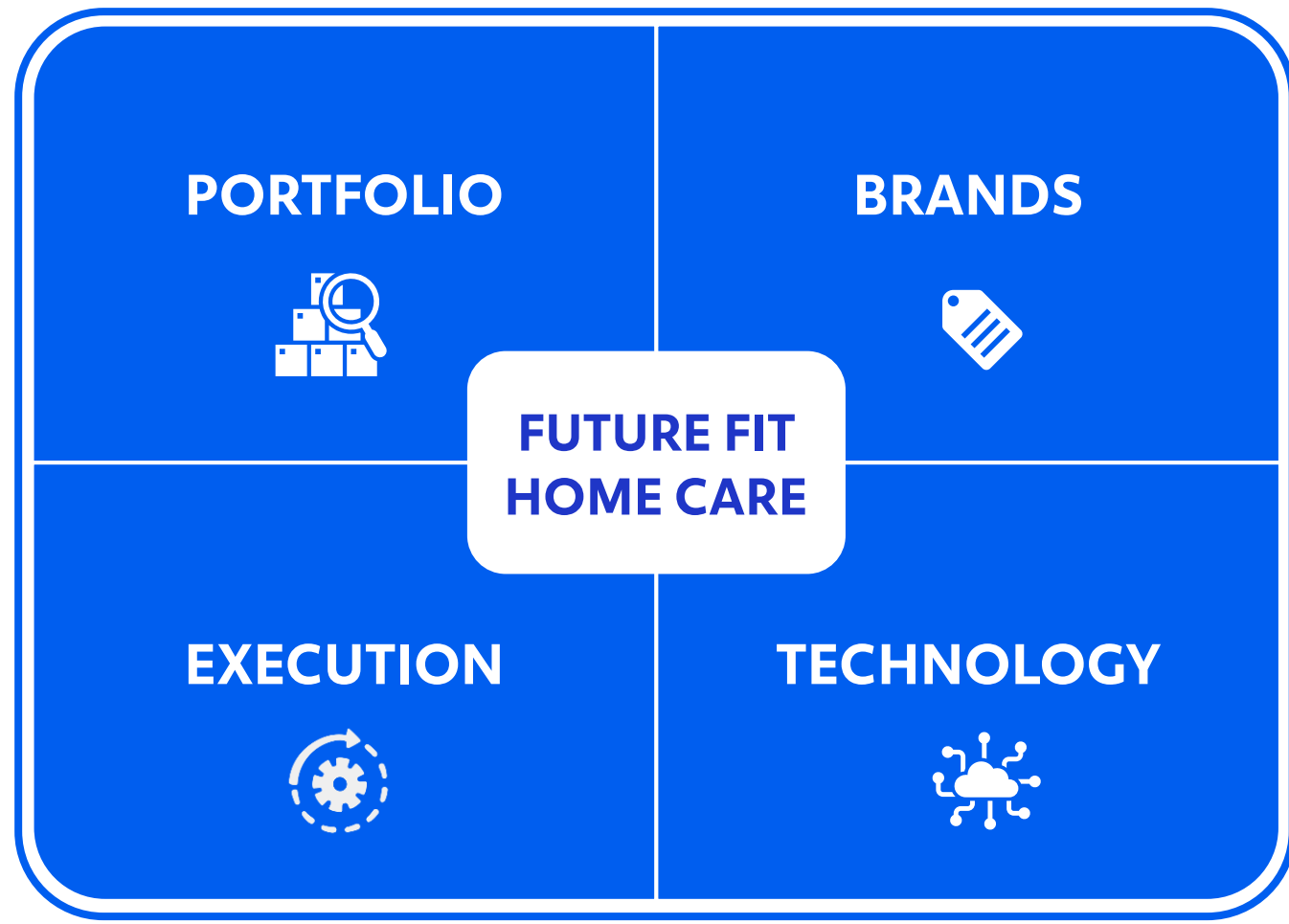


PIONEER CLEAN FUTURE



Making your home a better place | Making our world a better home

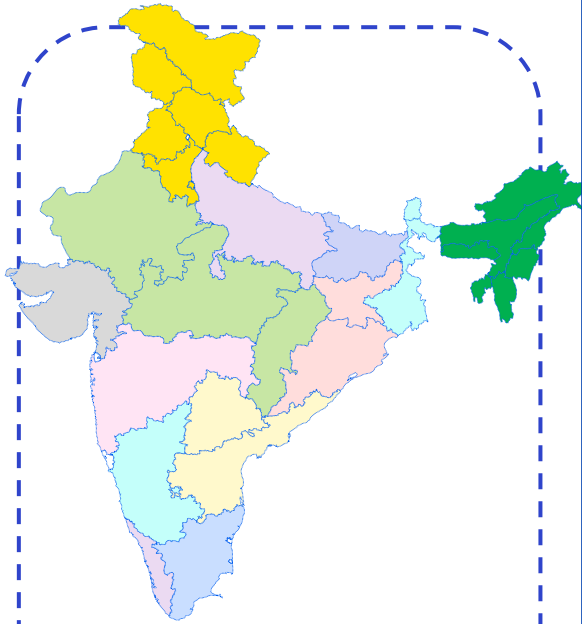
DRIVERS OF PREMIUMIZATION & MARKET DEVELOPMENT





PORTFOLIO : DESIGNED TO SOLVE CONSUMER PAIN POINTS

CONSUMER : WIMI



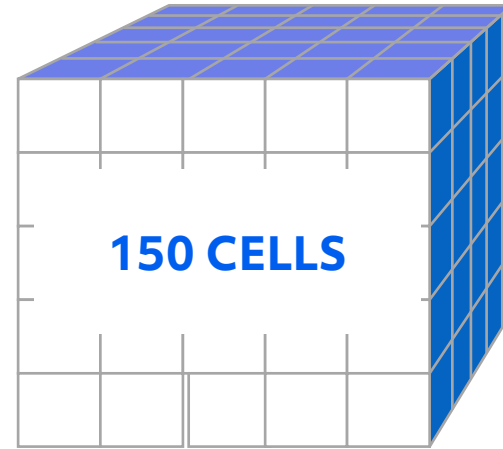
Washing Pathway Water Quality Weather Fabric Type

PAIN POINTS



← 200+ PAIN POINTS →

GROWTH OPPORTUNITY



PORTFOLIO DESIGN



DESIGN FRAMEWORK

DEPLOYMENT EXAMPLE 51



BRANDS WITH PURPOSE



Surf Excel, Poised to become HUL's First \$1 Bn brand



BRANDS WITH PURPOSE



Vim, Kantar's FASTEST Growing Brand of the Decade globally



BARS: POLYMER TECH



Longer Lasting



TECHNOLOGY : TO DRIVE SUPERIORITY

BARS: POLYMER TECH



Longer Lasting

FAB CON: PRO CARE

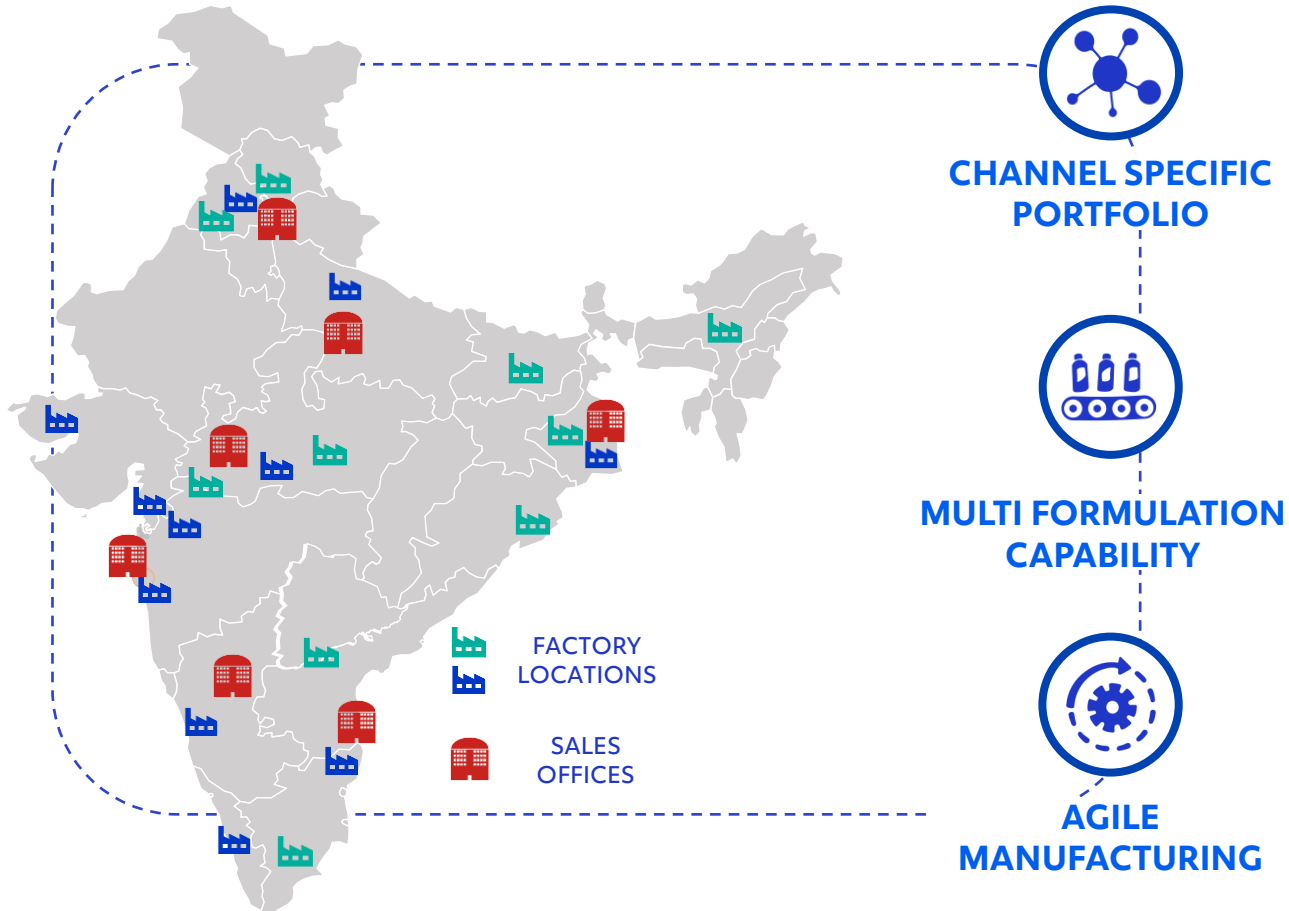


Superior Fragrance & Care



EXECUTION : SCALED DEPLOYMENT MODELS

DISTRIBUTED OPERATIONS INFRASTRUCTURE



MARKET DEVELOPMENT AT SCALE





EXECUTION: DESIGNING FOR CHANNELS

GT



19 ml

MT



Refill Pack



1.6 Ltr

ECOMM



New Launch

UPRO



5 Ltr



155 ml



250 ml



750 ml



1.8 Ltr



Multi Pack

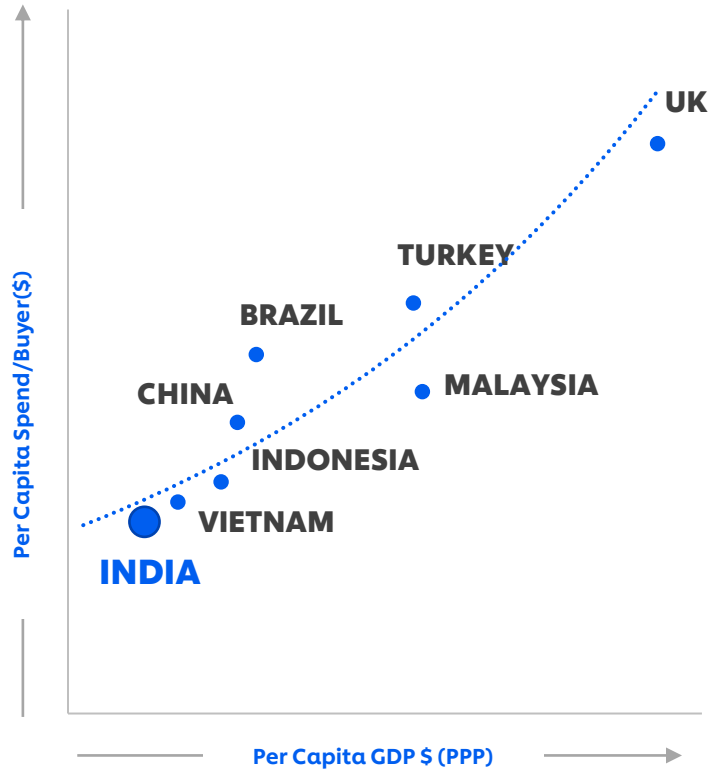


5 Ltr

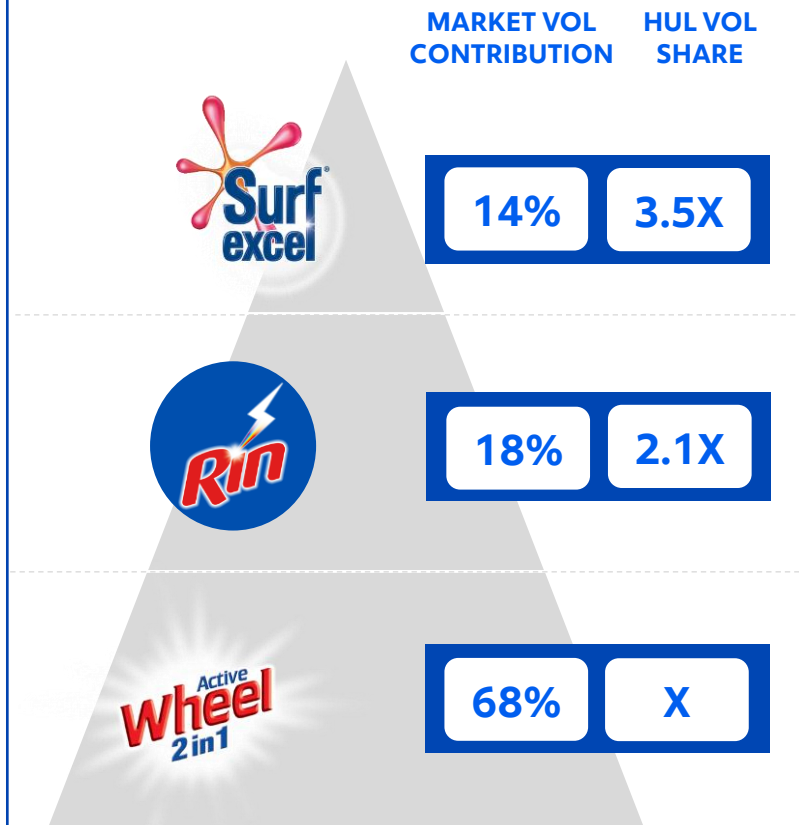


READY FOR ANOTHER DECADE OF 4G GROWTH

HEADROOM TO GROW



FUTURE FIT PORTFOLIO



MARKET DEVELOPMENT CAPABILITY



1/10
WASHING LIQUIDS
PENETRATION

A top-down view of a wooden cutting board on a dark wooden surface. The board is surrounded by various fresh ingredients: red and green chili peppers, mushrooms, limes, tomatoes, onions, a carrot, and green onions.

Foods & Refreshment

Srinandan Sundaram



F&R: A Strong Business – Growing profitably

Track Record of Profitable Growth

₹ 14,105 Cr
FY'21-22 Turnover

₹ 2,623 Cr
FY'21-22 Segment Margin

8.5%
Growth Per Annum

₹ 4,480

₹ 7,450

₹ 14,105

FY'12-13

FY'19-20

FY'21-22

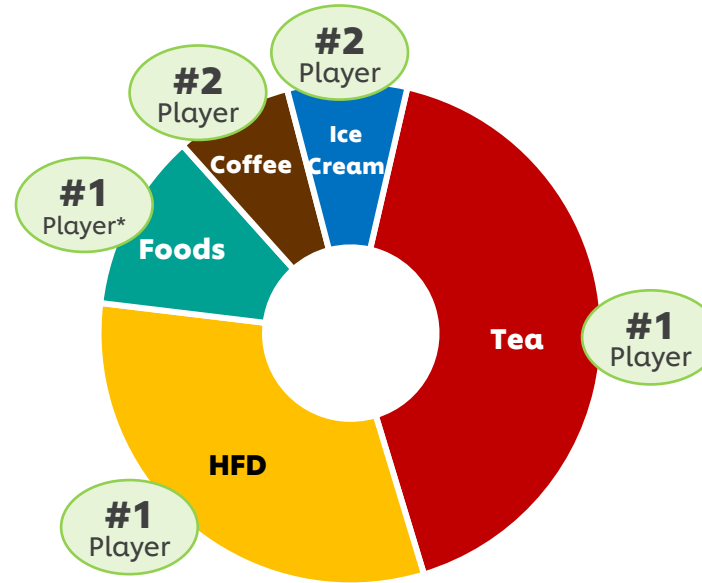
11.4%

16.5%

18.6%

Turnover ₹Cr. & Segment Margin%

Market Leadership Across Categories



* Market leaders in Ketchup, Jam and Soup which contribute to 85% of Retail TO

Strong Portfolio of Brands

~160 Bn
Servings Annually





Long-term Competitive Wins



>450 bps

>150¹ bps

>350 bps

>100² bps

Value Share Gain
Period FY 2016 to MAT Sep 2022

¹ HFD Share gain is MAT Sep 22 vs MAT Sep 21

² Euromonitor Data

F&R Strategy



Hindustan Unilever Limited



F&R : A world class force for good

Grow CORE

Purposeful Brands & Superior Products



Market Development

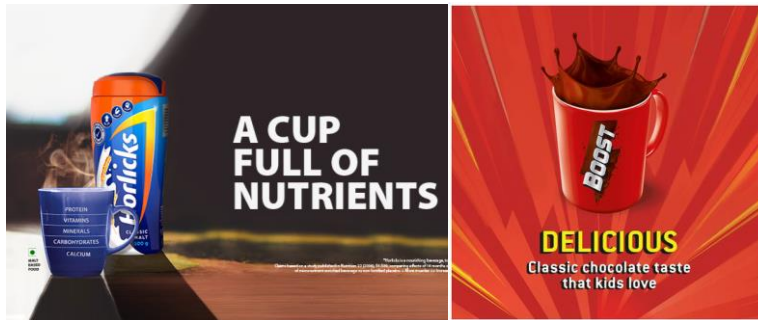
New benefit Segments



Winning in Channels of future



HFD to Nourish a Billion Lives



Winning in Festivals & Seasons



Capability & Sustainability



100% Sustainably Sourced Tea, Coffee, Dairy & Tomatoes



Scale on **Influencers & Expert Recommendation**



Be at the forefront of the **WHO++ recommended Highest Nutrition Standards** agenda in India



F&R : Clear strategic priorities that are delivering

Grow CORE

Market Development

HFD
*Nourishing
A Billion Lives*

Owning Seasons

Winning in Channels of future

Capability & Sustainability

Contemporising brands



70mn
H2H contacts



+177 bps
Penetration Gain

MAT Sep'22 vs MAT Sep'21



5X
eCom Growth

3X
MT Growth

70bps
MT Share Gain

Growth CAGR Index vs. all channels

Sustainably Sourced

67% Tea

92% Tomato

100% Chicory

F&R Category Performance Update



Hindustan Unilever Limited



Tea: Winning Competitively on back of a Three-pronged Strategy

Upgrading to Premium Tea's New Benefit Segments



Strengthening the Core

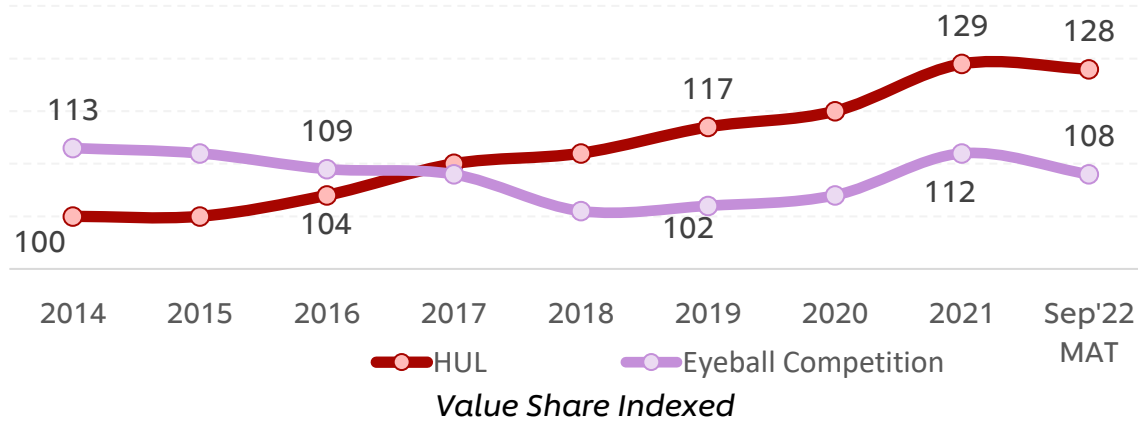


Upgradation from Loose to Packaged



Winning in Many India approach

Procurement expertise



Clear Market Leadership with Long Term Share Gains

State of the art R&D and Science

Beverage excellence centre



Foods: Well on a journey of Portfolio Transformation

Future Fit Core



Investing in Innovations



>10%
MT Value Share

>15%
Value Share in South

Extending into adjacent & high energy spaces



Seeding New Demand Spaces for Unilever Food Solutions



■ Jam Topline Indexed to Pre Covid Season

Strong recovery in Jams in 2022 on back of Mobility

Ice Cream: Long Term Secular Growth Opportunity

Huge Headroom In India

Per Capita Consumption

- 7X** Turkey
- 2X** Malaysia
- X** India

Wining Portfolio Addressing all need states

Super Premium

>₹90 per Serve

Premium

₹40-90 per Serve

Popular

₹20-40 per Serve

Mass

₹10-20 per Serve

BOP

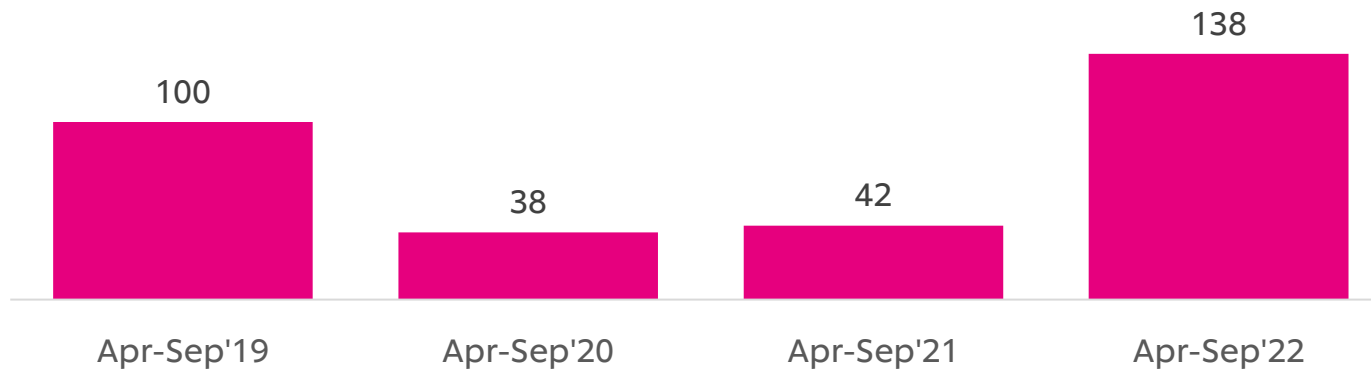
₹10 per Serve



Increasing Occasions New Formats; Owning Festivals



In-home Consumption Right portfolio through IC NOW



■ Ice Cream Topline Indexed to Pre Covid Season

Resilient Growth

HFD: Strengthening business fundamentals

Strengthened Brands



Increased Physical Reach

Direct Coverage

3.0X

Numeric Dist.

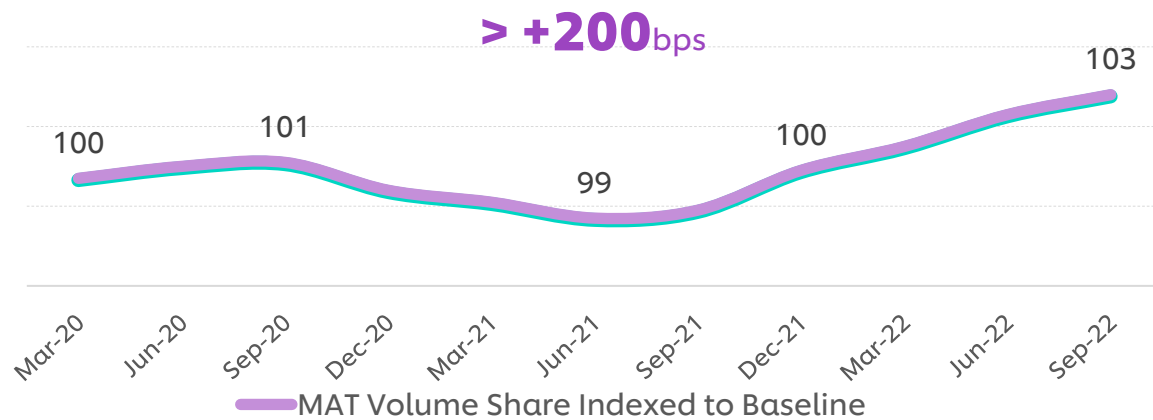
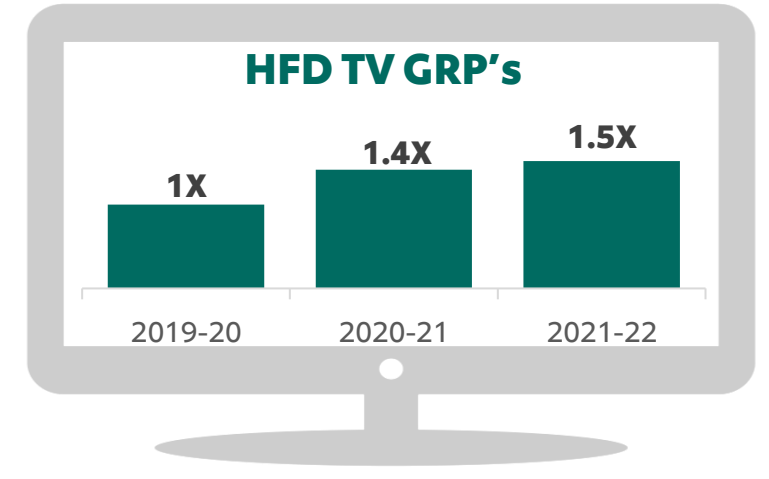
1.3X

E-Com

11X
Run Rate

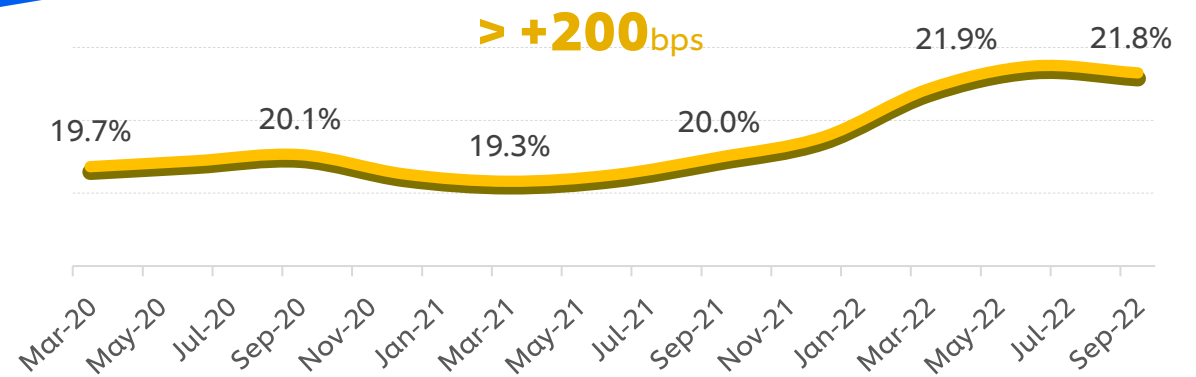
Sep'22 vs. pre day 1

Increased Mental Reach



MAT Volume Share Indexed to Baseline

Highest Ever Volume Share



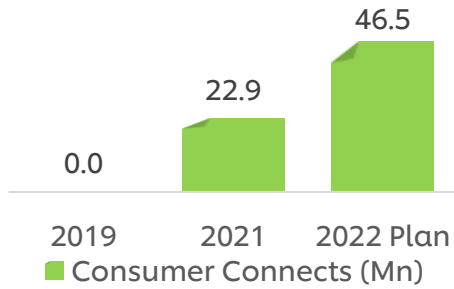
MAT Penetration - HUL HFD

Highest Ever Penetration



Bringing in More Users and More Occasions

Market Development at Scale *Driving rapid trials*



Building Salience through persuasive communication



Creating Segments of Future



India's Highest Fibre health drink for diabetes*

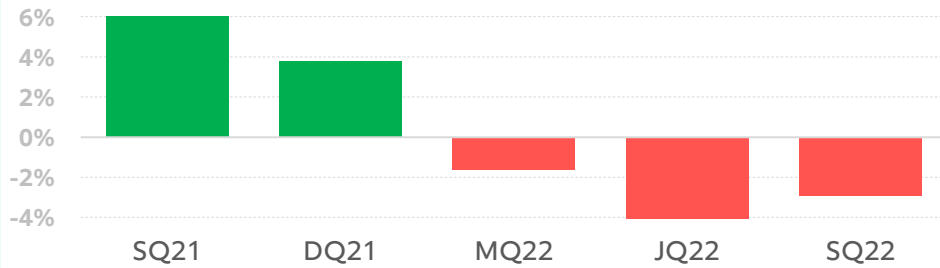


Horlicks Diabetes Gummies

Accelerating HFD consumption in an Inflationary Environment

Increased Cost of End Cup has impacted Category Consumption

HFD Market Growth - L3M



HFD Raw Materials



Ingredients for preparing end-cup

Affordability

At both ends of the spectrum



Pouches designed to deliver value



Low unit price sachets



Innovating Solutions

For Price as well as Convenience



JUST ADD WATER





Making Sustainable Living Common Place

Regenerative Agriculture
Sustainably Sourced Tea, Tomato's & Chicory

Bringing Sustainability to Life



Seeding goodness



moo farm



Delivering Superior Value

Ritesh Tiwari – Chief Financial Officer

Winning in the New Decade

Capital Markets Day – 18th November 2022



Hindustan Unilever Limited



What you have heard so far

India FMCG opportunity



Clear and compelling strategy to win

Purpose and Vision



Our vision is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.

Long-term strategic choices

- Developing our portfolio
- Win with our brands powered by purpose and innovation
- Lead in the channels of the future
- Build differentiated structures and capabilities
- Build purpose-led, future-fit organisation



Agenda for this session

1. Near-term operating environment and performance

2. Long-term value creation model



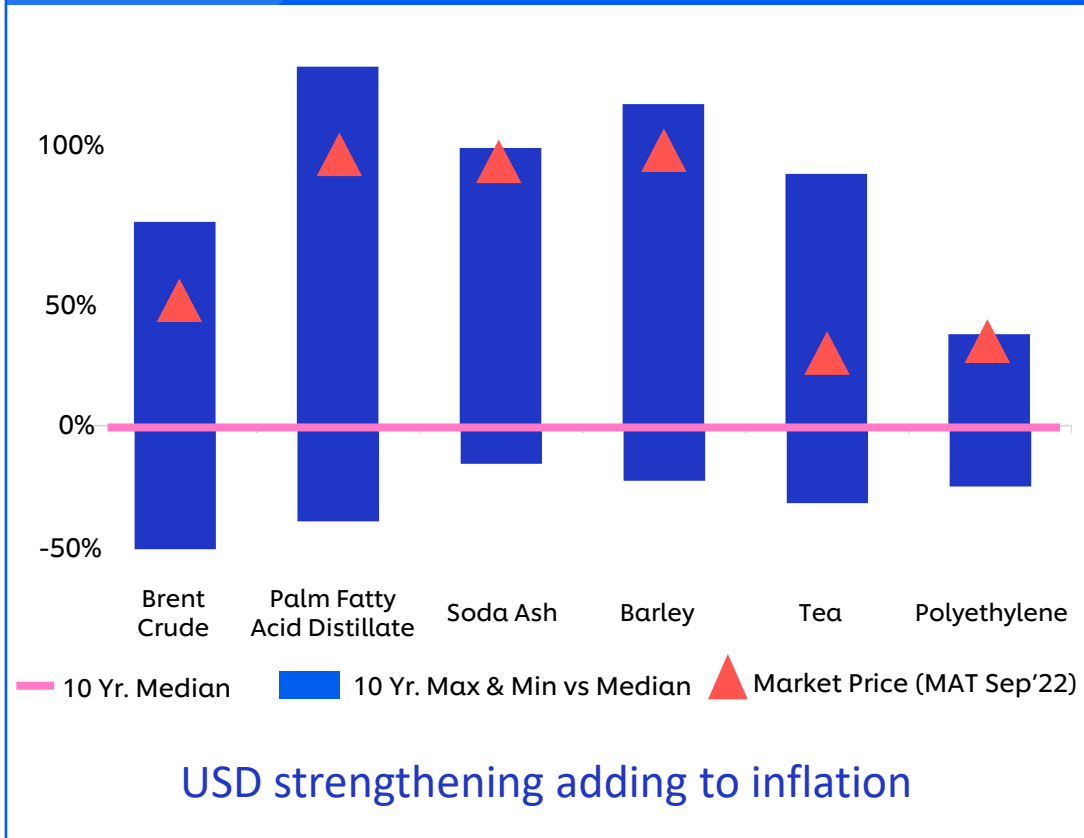
Agenda for this session

1. Near-term operating environment and performance

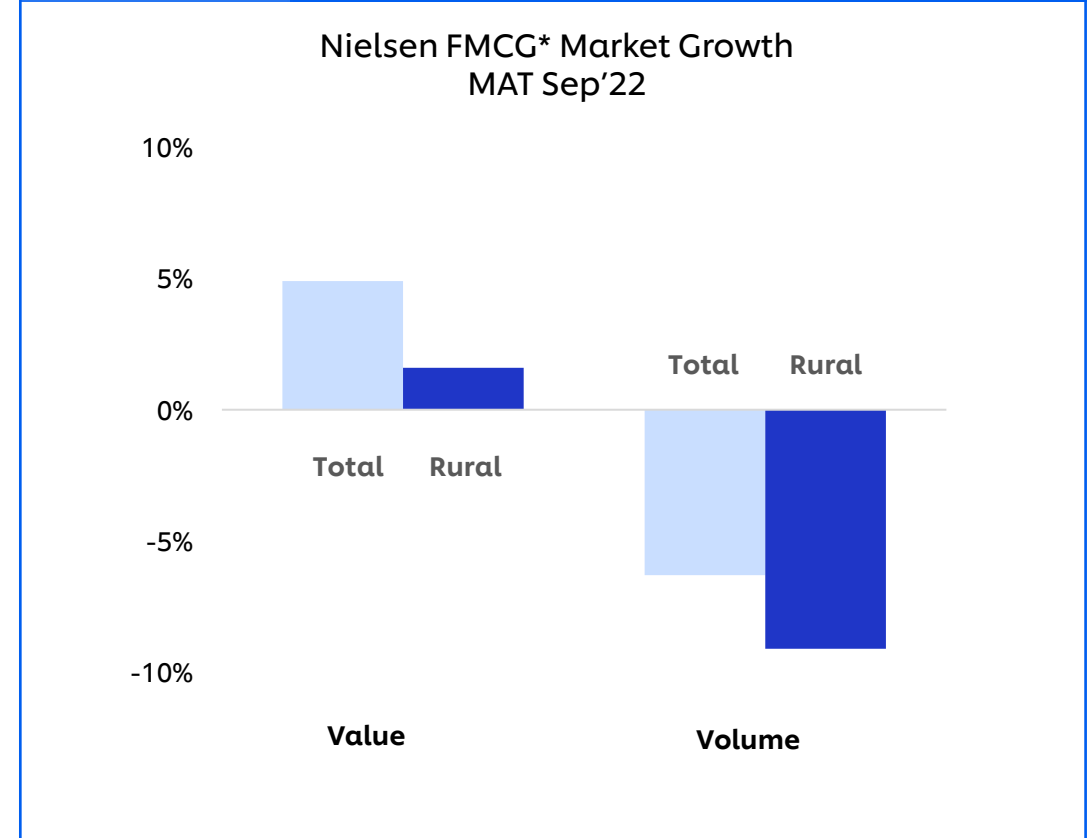
2. Long-term value creation model

Operating environment remains challenging

Commodities at historic highs



Subdued FMCG markets

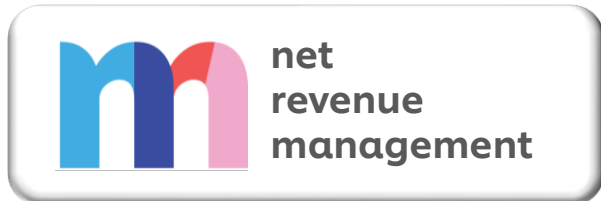


*Source : Nielsen market data for September'22 (HUL relevant categories)



Navigating deftly through dynamic financial management

Pricing agility and Net Revenue Management



Symphony Savings Program



Investing in our Brands



Highest market share gains in the decade whilst ensuring healthy EBITDA margin

Pricing agility and Net Revenue Management



Stepping up Pricing



Seamless Execution

>2000

Pricing networks landed in last 12 months

Symphony : Delivering fuel for growth

Savings across all lines of P&L



Import Localisation



Supplier Harmonisation



Strategic stocking



Packaging Specs



BOLT*



Debottlenecking

End to End thinking

Owner's mindset

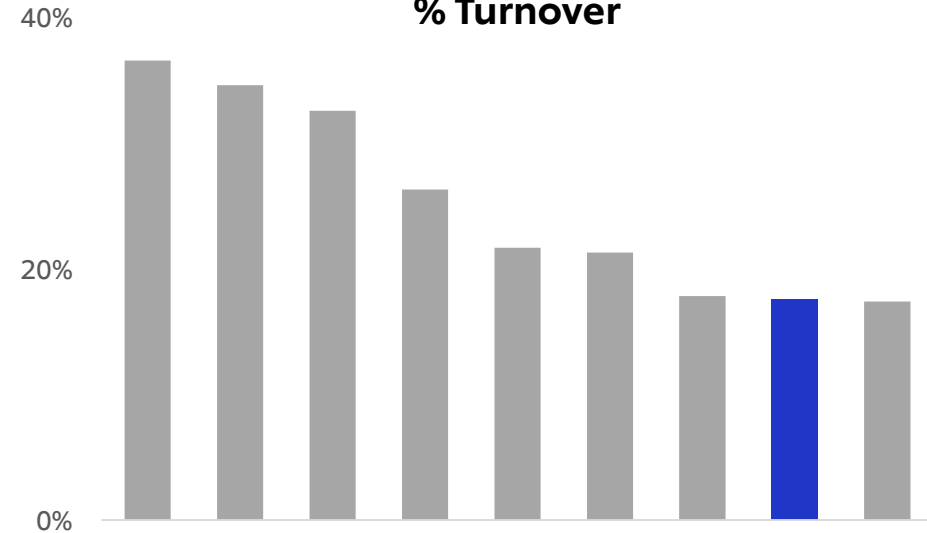
Tone from the Top

Ideas crowdsourcing

Execution focus

Best in class benchmarks for overheads

Employee cost and other expenses % Turnover



Consistently generating gross savings of c.7% of Turnover

8 HUL brands in India's most valued brands



Source: KANTAR BRANDZ 2022 Most Valuable Indian Brands report

Award winning marketing campaigns



Won
Silver award



Most awarded
advertiser



3 of world's most
awarded campaigns



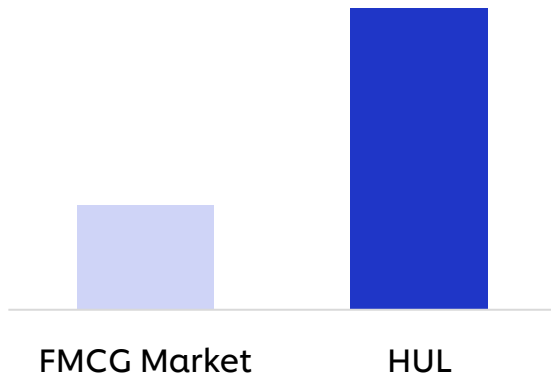
Won 7
awards



Delivering 4G growth

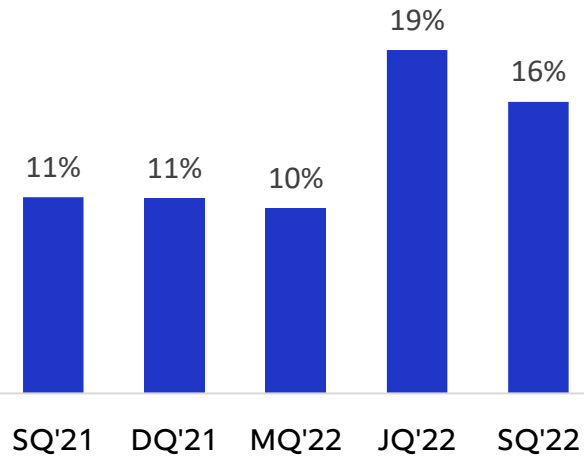
Competitive

Value Growth (MAT September'22)



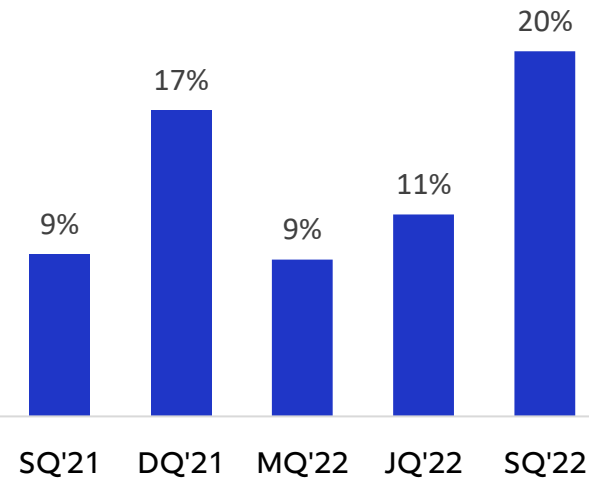
Consistent

Turnover Growth



Profitable

EPS Growth



Responsible

Sustainability Score



76



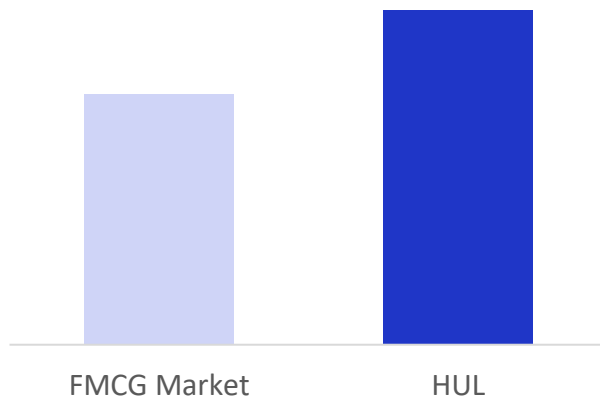
A

*Source FMCG Growth : Nielsen market data for September'22 (HUL relevant categories)



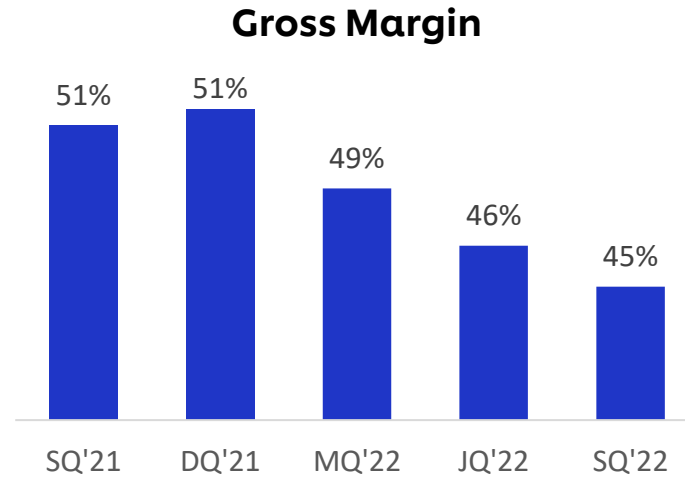
Near-term focus

Competitive Growth



**Growth ahead of the market:
>75% business winning shares**

Build-back Gross Margin



Bridge Price vs Cost gap

Stepping up A&P



Focused on growing our consumer franchise whilst protecting our business model



Agenda for this session

1. Near-term operating environment and performance

2. Long-term value creation model



Consistent multi-year performance

10 Year track record



Turnover

9%
CAGR



Volume

5%
CAGR



EBITDA%

+1000
bps



EPS

12%
CAGR



Cash

12%
CAGR



Dividends

₹ 55K
Crore



Creating long-term value for our shareholders



Growth

Competitive growth
ahead of market



Profit

Modest margin
expansion



Capital Velocity

Efficient use of
capital



EPS

Double digit EPS
growth

Delivering long-term value creation



Growth algorithm

Grow the core ahead of market



Contemporising the Core

Market development and Premiumisation



2X Growth of Core

Prudent M&A

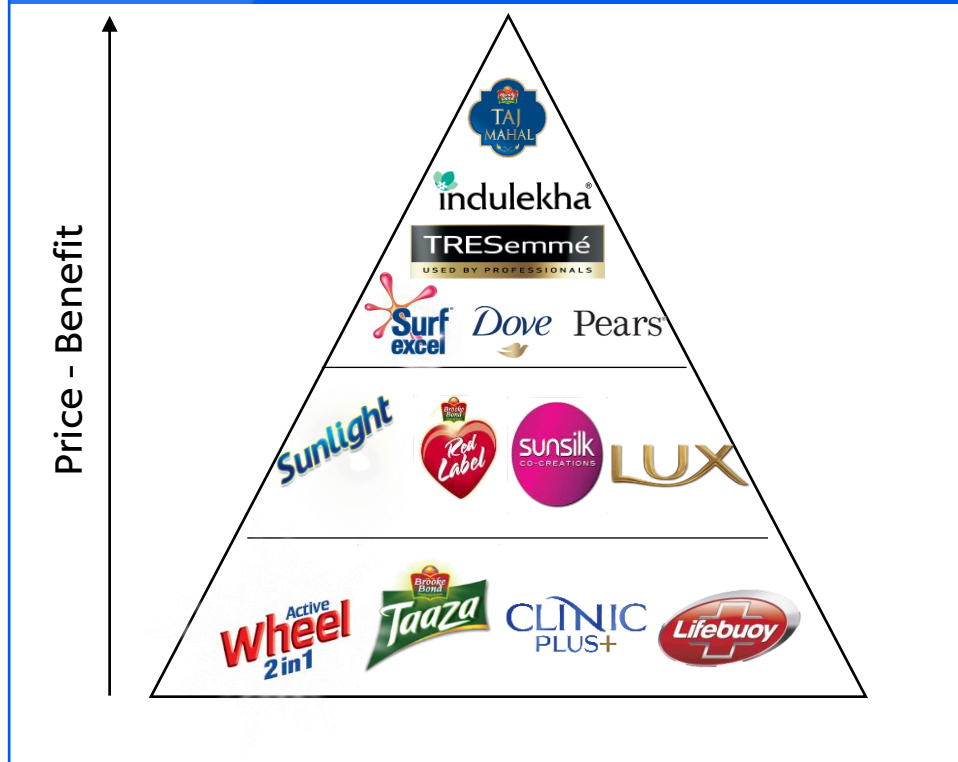


Future growth spaces

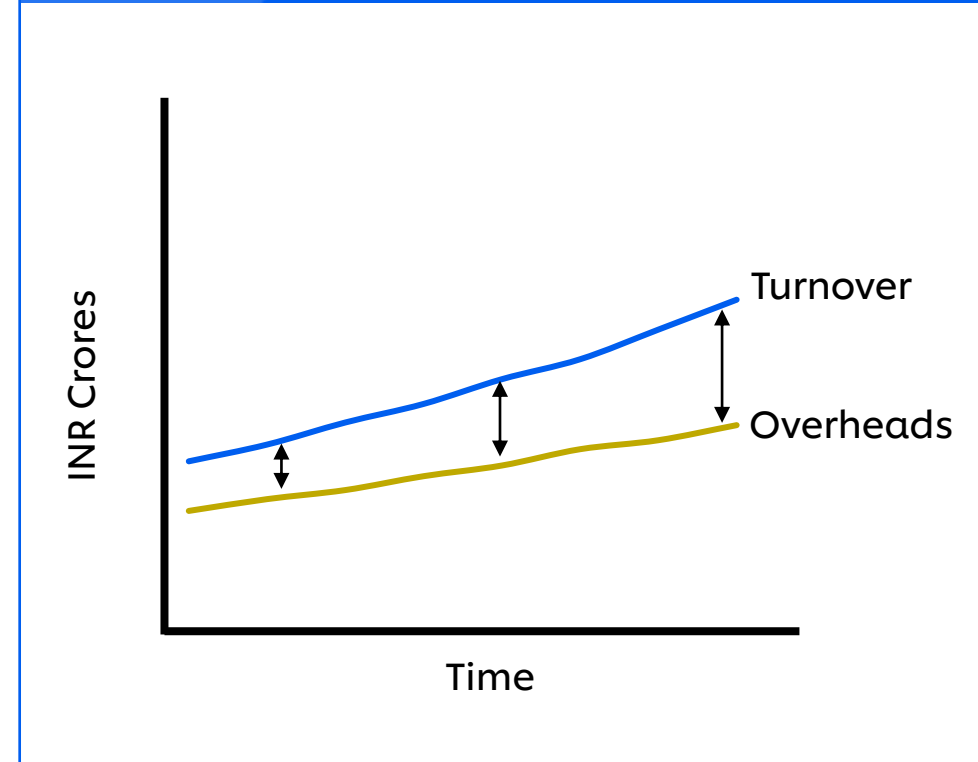
Our growth model starts with consumers, all 1.4 bn of them

Driving profitable growth : Modest EBITDA margin expansion

Positive mix from Premiumisation



Leverage from growth



Whilst Symphony continues to deliver 'Fuel for Growth'



Capital discipline

Capex

2%
Capex % TO

Working capital

-22
Days

RoCE

108%



Capital allocation principles support our growth algorithm

Invest in business

Brands & Innovation

Capabilities & Sustainability

Capex for growth and productivity

Growth enhancing M&A

Future growth spaces

Complimentary capabilities

Bolt-on acquisitions

Returns to shareholders

Steady stream of dividends

Maintain high payout ratio



In summary : Delivering superior value

- Clear and compelling strategy**
- Strong Right to Win**
- Proven Financial Growth Model**
- Track record of consistent multi-year performance**

Thank You



Hindustan Unilever Limited

Reimagine HUL : Our Journey to an Intelligent Enterprise

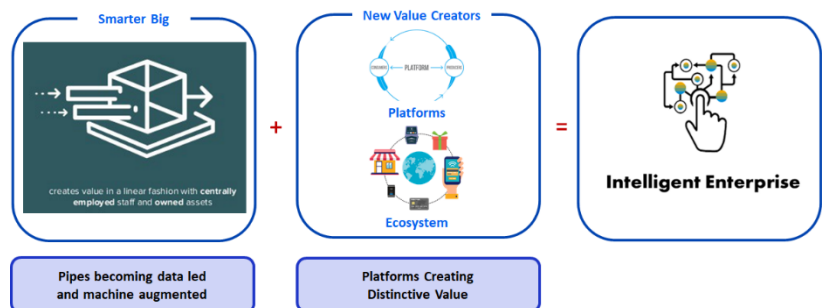
1. Digital Impact on Indian Landscape

India is undergoing a rapid transformation underpinned by digitization. It has over 800 Million internet users with over 90% of them accessing data wirelessly. Enabled by low data costs, consumers are increasing their time spent on digital. The digital India initiative launched by the government has turbo charged the digital adoption in the country. The government has enabled the regulatory, governance frameworks and created the highways with UPI, Aadhaar amongst others to accelerate this journey. This has led to creation of new business models, new consumer employment models, re-invented producer-consumer interactions across sectors and is projected to be a 1Tn contributor to economy by 2025.

2. Reimagine HUL – Journey to “Intelligent Enterprise”

In the FMCG industry, this is resulting in is a transformation of the ecosystems and market disruptions. We are seeing new ways of reaching consumers, of manufacturing, of logistics, data systems enabling real-time decision making and transforming the landscape.

To be at the forefront of such a changing ecosystem, we continue to put a big thrust on leveraging technology and data-led decision-making at HUL. With an integrated end-to-end organization change program across functions entitled ‘Re-imagine HUL’, our objective is to create a solution that is fit for the complexity of the business and the emerging consumer needs.



3. Intelligent Enterprise - Ecosystems

The program anchors on a connected ecosystem across consumers, customers and operations enabled by Data, Technology & Analytics at its core. This enables the development of modular inter-connected capabilities that allow us to create a friction less solution for superior experience while improving agility and responsiveness across the business.

(1) Consumer Ecosystems

The consumer journeys have become complex and interconnected. To meet the heightened consumer expectations in the interlinked shopper journey, the connected consumer pillar will shift our approach from a linear value chain to an iterative non-linear ecosystem. The three key capabilities are –

- **Agile Innovation:** A virtual hub that ensures always-on trend spotting, opportunity sizing, and translating the ideas into prototypes with digital simulations and real time consumer feedback.
- **Media:** A crafted mix that helps maximize reach and engagement in the most efficient and effective manner. This encompasses optimisation across differing mediums and vehicles enabled by real time data and analytics

- **Consumer Engagement Platform:** We have built multiple interconnected platforms that span the consumer journey from consideration to purchase. This covers the gamut from content hubs (Be Beautiful, Cleanepedia), consumer trial (Smartpick), and purchase (Direct to Consumer, Ecommerce) layered with communication through relevant digital mediums.

These capabilities come together seamlessly enabling us to land curated, on-trend innovations rapidly and give a holistic end to end consumer experience across multiple touchpoints. Brands such as AcneSquad, Find Your Happy Place are a few examples of how we have been able to create, manufacture, and deploy new innovations in half the time.

(2) Customer Ecosystem

The distribution ecosystem is seeing significant disruption on the back of digitization. We continue to build competitive moats across demand capture, demand fulfilment and demand generation enabled by digitization of operations and amplified by data driven analytics, thus enabling a connected ecosystem.

- **Demand Capture:** Our e-B2B app Shikhar now reaches >1 Mn stores. We capture c.25% of our demand digitally across our future ready platforms. We are also closely partnering with the ONDC initiative and our UShop platform is now live on the platform.
- **Demand Generation:** Enterprise wide demand generation capabilities Direct to Consumer (UShop), enabling capital access (partnership with SBI), and organizational rewiring (Premium Beauty Business Unit).
- **Demand Fulfilment:** Along with the front end, we are wiring up the backend that ensures next day delivery at 95% line full (Samadhaan).

(3) Operations Ecosystem

To drive agility and resilience for our business, combined with a reset in our asset and cost base with a focus on sustainable growth, our supply chain is undergoing a transformation across the verticals of Plan, Source, Make and Deliver. The end-to-end integration will be enabled through a Nerve Center approach which will combine the four verticals of Supply Chain to enable real time information flow and intelligent decision making to unlock business value. This has been recognized externally with The World Economic Forum Digital Lighthouse Factory award for our Dapada factory in the end to end value chain. Our nano factories, shop & deploy capabilities, redesigned manufacturing and distribution network enable greater agility and flexibility. Collectively, this will result in improved customer service, better efficiencies, and reduced costs.

(4) Data, Tech & Analytics

Data is now treated as an enterprise asset. Underpinned by HUL Data Strategy, this integrates data from multiple internal (consumer, customer, operations) and external (GDP, weather) sources with focus on continued trust and security. To democratize data, we have built capabilities like Chanakya which combine disparate sets of data from trade, consumers, media, and financial data and helps analyze across multiple business levers. We have also built diagnostic and prescriptive capabilities like Jarvis which combine multiple levers to decode the performance and augment decision making capabilities.

4. Enablers

As we digitize our operations and consumer journeys, we are investing in right talent, creating new partnerships as well as an agile organizational structure to accelerate this journey. Digital is no longer restricted to each function nor is it an experiment. It is the very way of working in HUL.